

# CITY OF FALLS CHURCH

## FY2011 ADOPTED BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM



# CITY OF FALLS CHURCH

## FY2011 ADOPTED BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM



### Policy of Non-discrimination of Disability

The City of Falls Church does not discriminate on the basis of disability in its employment practices or in the admission to, access to, or operations of its services, programs, or activities. Cindy Mester, 300 Park Avenue, Falls Church, VA 22046, has been designated to coordinate compliance with the ADA non-discrimination requirement.

<b>City Manager's Message</b> .....	1
<b>City Introduction</b>	
City Council and Officials.....	13
Vision Statement .....	14
Long-term Strategic Plan .....	16
City Overview .....	20
Organizational Chart .....	25
City Policies .....	27
Fund Structure .....	26
<b>Budget Introduction</b>	
Budget Ordinance and Resolution.....	31
Budget Process and Calendar .....	39
Fund Summaries .....	42
Position Summary .....	49
Tax Rates .....	51
Financial Summary .....	52
Debt .....	54
<b>General Fund</b>	
General Fund Revenues .....	59
General Fund Expenditures .....	61
Legislative .....	62
City Mayor and Council .....	62
City Clerk .....	63
City Attorney .....	66
Executive Management .....	67
City Manager.....	68
Office of Communications .....	69
Human Resources .....	71
Risk Management .....	74
Information Technology .....	75
Economic Development .....	77
Administrative Services .....	79
Finance .....	79
Real Estate Assessment .....	81
Commissioner of the Revenue .....	83
Treasurer and Property Relief Programs.....	86
Voter Registration and Electoral Board .....	89
Sheriff .....	91
Clerk of the Court .....	93
Public Safety .....	95
Police Administration .....	96
Red Light Program .....	97
Police Operations .....	99
Police Services .....	100
Dispatch .....	102
Animal Control .....	103
Emergency Management .....	105
Fire Services – Arlington .....	107
Volunteer Fire Department .....	108
Fire Marshal Services .....	111
Adult Corrections .....	112
Environmental Services .....	113
Public Works Administration .....	114
Solid Waste and Recycling .....	115
Storm Water System Maintenance .....	118
Highways, Streets and Sidewalk .....	120
Snow and Ice Removal .....	122
Traffic Signs and Signals .....	123
Leaf Collection .....	124

General Services .....	125
Fleet Maintenance .....	127
Urban Forestry .....	128
Community Services .....	130
Court Services .....	131
Aurora House Girls' Home .....	133
Juvenile Contractual Services .....	134
Judicial Services – Arlington .....	136
Housing and Human Services Administration .....	137
Public Assistance Programs .....	139
Community Services Board .....	141
Health .....	143
Parks and Recreation Administration .....	144
Parks Maintenance .....	146
Recreation Programs and Special Events .....	148
Athletic Programs .....	151
Library .....	153
Development Services .....	156
Planning .....	156
Zoning .....	159
Building Safety .....	160
Education and Transfers to School Board .....	163
Non-Departmental Items .....	164
Debt Service .....	164
Other Post-Employment Benefits .....	165
Transit .....	165
Reserves .....	166
Transfers .....	167
<b>Water Fund</b>	
Revenues .....	169
Expenditures .....	170
Administration .....	170
Customer Service .....	171
Source of Water Supply .....	173
Water Distribution .....	174
Water Connection .....	175
Debt Service .....	177
Other Post-Employment Benefits .....	177
Transfers .....	178
<b>Sewer Fund</b>	
Revenues .....	179
Expenditures .....	180
Administration .....	180
Customer Service .....	181
Collection and Disposal .....	183
Debt Service .....	184
Other Post-Employment Benefits .....	185
Transfers .....	185
<b>School Board</b>	
Operating Fund .....	187
Community Service Fund .....	190
Food Service Fund .....	191
<b>Capital Improvements Program</b>	
Introduction .....	193
General Fund and School Board .....	199
Utility Funds .....	200
Operating Impacts .....	201
<b>Glossary</b> .....	203



# CITY OF FALLS CHURCH

Harry E. Wells Building  
300 Park Avenue  
Falls Church, VA 22046  
Tel: 703-248-5004 (TTY 711)  
Fax: 703-248-5146

**F. Wyatt Shields**  
City Manager

May 24, 2010

Honorable Mayor and Members of the Falls Church City Council, and  
Taxpayers and Citizens of the City of Falls Church:

The City of Falls Church Budget for Fiscal Year 2011 focuses resources on community priorities and puts the City back on a sound financial footing at a time of dramatically reduced revenues. We are in the midst of the fourth year of the deepest national economic slow down since the 1930s, and local governments across the country must change how we deliver services. While we benefit greatly from our central location in the capital region, our history of providing excellent municipal services and schools, and our well educated and deeply engaged citizenry, the City is not immune to the changes that are sweeping local governments everywhere. In several key respects the sharp drops in our traditional revenue sources are uniquely severe relative to other localities in the region. By working very closely with the community we have ensured that priorities are adequately funded and have made decisions that will allow us to act on opportunities for growth in the near and long term.

This year, we started the budget development process for FY2011 with a projected \$8.2 million decline in revenues below the prior year. On the expenditure side, market declines in the value of City pension funds required an additional \$681,000 to fully fund our future obligations.

This FY2011 Budget closes that gap through a combination of revenue increases and spending reductions, both on a scale not seen in recent City history. The spending reductions derive from a second consecutive year of pay freezes for all government employees, increased employee contributions to pension and health care costs, a line of service review and consolidation of service delivery that has resulted in the reduction of 17.6 full-time equivalent positions. The elected leaders of the City Council and School Board have worked closely together and with staff since July of last year to prepare for what was anticipated to be a very difficult budget process.

These recommendations resulted in a budget that is balanced within revenue estimates and designed to prioritize resources in line with the City Council Vision Statement and the City's Strategic Plan.

The following chart summarizes the change in expenditures from FY2010 to FY2011:

	FY2010	FY2011	\$ Change	% Change
<b>General Government</b>	<b>\$ 32,207,181</b>	<b>\$29,475,278</b>	<b>(\$2,731,903)</b>	<b>(8.5%)</b>
<b>School Transfer</b>	<b>29,624,825</b>	<b>27,861,600</b>	<b>(1,763,225)</b>	<b>(6.0%)</b>
<b>Debt Service*</b>	<b>5,142,380</b>	<b>5,085,220</b>	<b>(57,160)</b>	<b>(1.1%)</b>
<b>Pay-as-you-go Capital</b>	<b>113,000</b>	<b>318,250</b>	<b>205,250</b>	<b>182%</b>
<b>Fund Balance Restoration</b>	<b>0</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>-</b>
<b>Total</b>	<b>\$67,087,386</b>	<b>\$64,040,348</b>	<b>(\$3,047,038)</b>	<b>(6.8%)</b>

\* Includes debt service for Schools.

The FY2011 General Government Budget, not including debt service or pay as you go capital projects, provides for operating expenditures of \$29,475,278, an 8.5% decrease over the current Budget year. The transfer from the General Fund to support the School Division is \$27,861,600 which represents a 6% decrease over the transfer from FY2010. The total School Division budget of \$37,423,090 represents a 5.7% decrease from the FY2010 budget. The FY2011 Budget provides \$318,250 in tax supported funding for the Capital Improvements Program, for a local match for a federal stormwater grant awarded to the City and minimal funding for critical municipal facility needs.

The Budget also provides \$1,300,000 in funding to restore the City's fund balance to the amount prescribed by the Council's adopted fund balance policy. This funding is provided through two cents on the real estate tax (\$600,000), redeploying savings in the School Division that resulted from savings in pension and health insurance contributions (\$100,000) and projected proceeds from the sale of a surplus piece of City property known as the Pendleton House (\$600,000). The cumulative effect of these actions is expected to bring the City's fund balance to 8.6% of revenues by June 30, 2011.

With these expenditure reductions, the FY2011 Budget requires a 17 cent increase in the real estate tax rate, from \$1.07 to \$1.24 per \$100 of assessed value. Due to declining assessed values, a 17 cent increase in the real estate tax rate represents a 12.3%, increase in taxes on the median single-family home in the City. Assessments for commercial properties declined to a greater degree than residential properties, and overall real estate tax revenue derived from commercial property will decrease by approximately 0.3% even with this tax rate increase. This Budget also includes a small number of fee increases to more adequately cover City costs in providing certain services such as recreation classes, building permit, and solid waste collection.

Water and Sewer Utility commodity rates remain unchanged for the fifth consecutive year. The City's water rate of \$3.03 per 1,000 gallons is below average for utilities located in Washington Capital Region. The City has commissioned a rate study to assess the need for changes in the rate structures for both the water and sewer funds in FY2012. The results of this study will be presented to Council next fall, and likely will be incorporated into FY2012 Budget development.

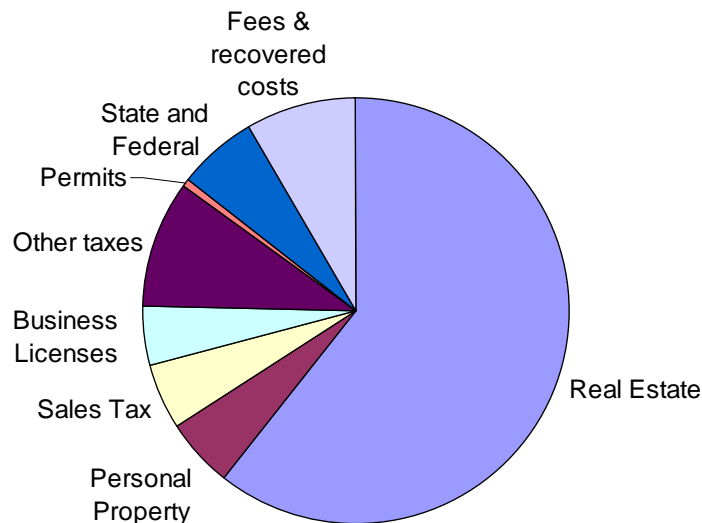
The FY2011 Budget was adopted by the City Council on April 26 after comprehensive review and public comment. Ten Council work sessions were held, two of which were joint with the School Board, along with three public hearings during March and April. Four "town hall" style meetings were held for additional public input. The Five-Year Capital Improvements Program was adopted on May 24. The FY2011 Budget will go into effect on July 1, 2010.

What follows is a more detailed summary of key provisions of this Budget, beginning with revenue projections.

## **FY2011 REVENUE PROJECTIONS**

The chart on the next page provides a summary of the relative size of various sources of revenues for the City Budget.

## FY2011 Revenue Sources



A breakdown of key revenue projections for FY2011 as compared to the original adopted FY2010 is provided in the table below. The City revised the original FY2010 projections downward over the course of this past year and cut spending in response.

## Summary Revenue Projections

	Adopted FY2010	Budget FY2011	\$ Change	% Change
Real Estate Taxes	\$37,336,716	\$38,096,564	\$759,848	2.02%
Personal Property	3,389,223	3,360,100	(29,123)	-0.91%
Meals & Utility	6,104,400	6,101,601	(2,799)	-0.05%
Sales Taxes	3,875,000	3,160,000	(715,000)	-18.45%
Business Licenses	2,829,198	2,839,198	10,000	0.35%
Building Permits	344,483	382,411	37,928	11.01%
State & Federal	4,554,101	3,941,441	(612,660)	-13.45%
Service Charges & Fines	5,522,042	5,141,334	(380,708)	-6.89%
Use of Money & Property	269,200	118,200	(151,000)	-56.09%
Inter-fund Transfers	2,212,411	-	(2,212,411)	-100.00%
Other	312,042	899,500	587,458	55.21%
<b>Totals</b>	<b>\$66,748,816</b>	<b>\$64,040,348</b>	<b>\$(2,708,468)</b>	<b>-4.06%</b>

Note: Includes sale of property, no use of fund balance or debt issuance.

With an increase in the real estate tax rate from \$1.07 to \$1.24, total operating revenues will decline by \$2.7 million, or 4.06%.

Sales taxes are projected to decrease 18.45% from the FY2010 Budget projection, despite the anticipated opening of a new 87,000 square foot BJ's Wholesale Club this summer. This downward projection is due to business situs corrections as well a projected softness in overall consumer spending. Meals tax receipts remain a sole bright spot in the tax revenue picture for the City, reflecting improvements in the nature and types of restaurants available in the City. Telecommunications taxes and utility taxes are projected to be unchanged as the underlying bases of the taxes are not subject to significant variation.

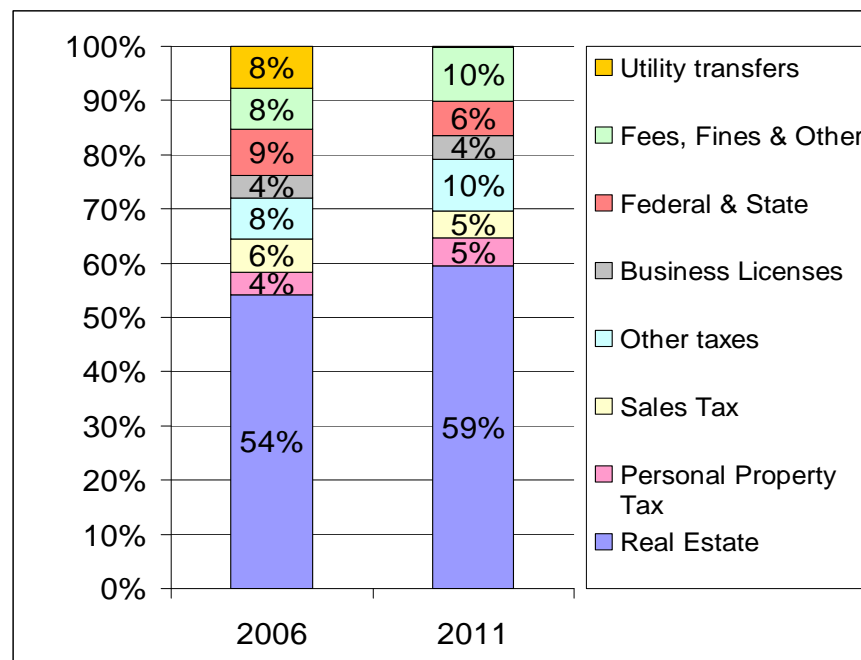
The Budget includes additional revenues from service charges. These increases are primarily due to increases in Recreation and Parks fees for classes and programs. The increases are offset by a decline in estimated revenues from red light cameras due to the assumption that fewer intersections will have cameras during the year than was initially planned. Building permit fees are up over the prior year based on current permit activity, and a proposed increase from higher fees is also reflected in this budget.

The City revenue picture has changed significantly over the past five years, resulting in a loss of diversity in revenues and greater reliance on real property taxes. This in part due to the general slowdown in the regional economy, which resulted in broad decreases in revenues derived from sales and use taxes, business licenses (BPOL) and construction-related fees. Investment revenues are down, reflecting the both declines in fund balance and record low interest rate environment. The State's budget challenges will result in reductions in revenues received from the Commonwealth.

Exacerbating this general trend are two negative changes to revenues that are unique to the City of Falls Church. The first is that the City was severely impacted by business situs corrections made last year by the Virginia Department of Taxation. As a consequence, the FY2011 forecast has sales tax revenue decline by at least \$700,000 (18 %), which will be a permanent reduction in our sales tax basis.

Second, the FY2011 Budget incorporates a \$2.2 million revenue decrease to reflect a ruling by Fairfax Circuit Court barring the City's practice of making a management fee transfer from the Water Fund to the General Fund. This ruling has been stayed while the City pursues an appeal to the Virginia Supreme Court. Never the less, for the FY2011 Budget it is necessary to assume these funds will not be available.

Taken together, these trends can be seen in the chart below, which compares the relative size of major revenue streams in FY2006 with those that are available to the City in FY2011.



As seen above, property taxes provide an increased share of the City revenues relative to FY2006. But it should be noted that in the years between FY2006 through FY2010, property tax bills for the median home owner remained essentially flat. The increase in property tax receipts over this period came principally from new construction of mixed use development in the City, which in aggregate added \$320 million in new assessed value (approximately 10% of the assessed value of the all real estate in the City).

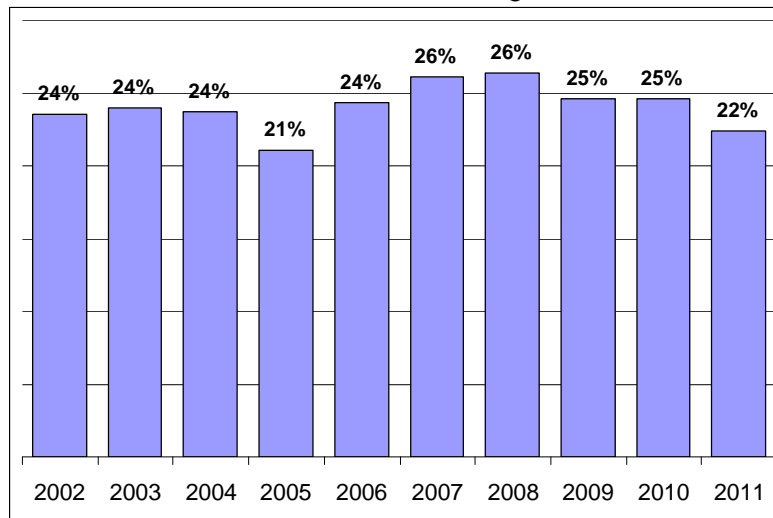
However for FY2011, the growing share of property taxes stems not from new construction, of which there was little, but from higher tax rates to make up for declining revenues from all other sources, most notably sales taxes, state and federal funds, and the water fund transfer. Compounding the impact on homeowners, the commercial real estate valuations fell sharply this year, with higher capitalization rates and higher vacancy rates due to the recession. Consequently, the proposed increase in property tax rates will disproportionately affect single family homeowners.

A summary of changes to assessed value, including the value of new construction, by property class, between calendar years 2009 and 2010 is as follows:

Single Family:	down 1.6%
Townhouses:	down 1.6%
Condominiums:	down 9.6%
Commercial:	down 13.4%
Apartments:	down 12.0%

The decline in commercial valuation relative to other property classes can also be seen in the chart below. In the period of 2005 through 2007, commercial valuation grew relative to other classes of property due to new construction even as home values experienced record growth. This year, new construction has largely stopped (with the exception of the BJs Wholesale Club), rental income is declining, and commercial value is falling relative to other property classes. Housing prices have fallen less sharply. Accordingly, the distribution of commercial to residential real estate changed from 24.6% to 22%.

**Commercial Real Estate as Percentage of All Real Estate**

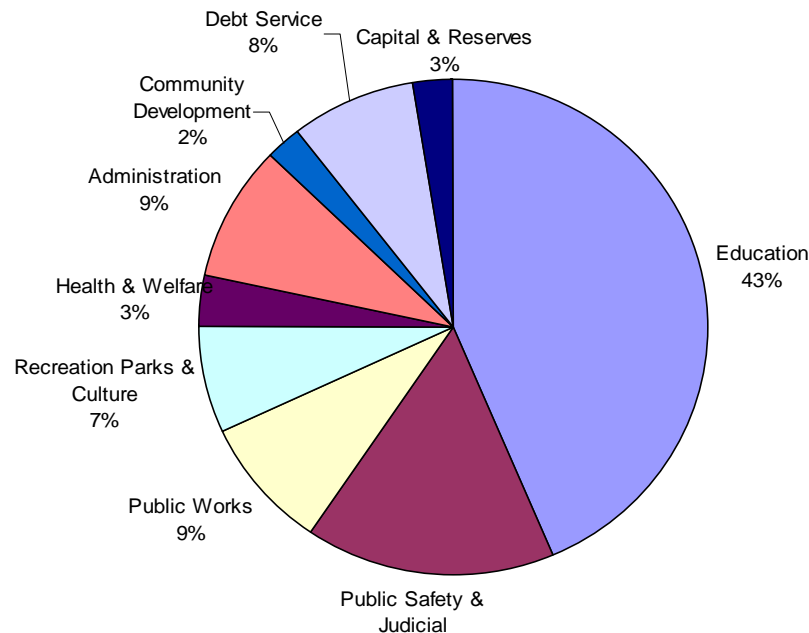


(Note: does not include apartment buildings, which constitute 5.3 percent of total assessed value in the City.)

**FY2011 SUMMARY OF EXPENDITURES**

The following pie chart provides an overview of the distribution of General Fund expenditures across City operations.

**FY2011 Expenditures**



In preparing this FY2011 Budget, City staff engaged in a review of all of our lines of service to assess how well our services are meeting the needs of the public and if those services are being delivered in the most effective and cost efficient manner.

The expenditure reductions contained in this budget all flow from “Line of Service” reductions, reorganization, employee compensation reductions and pass-through savings from the School Division.

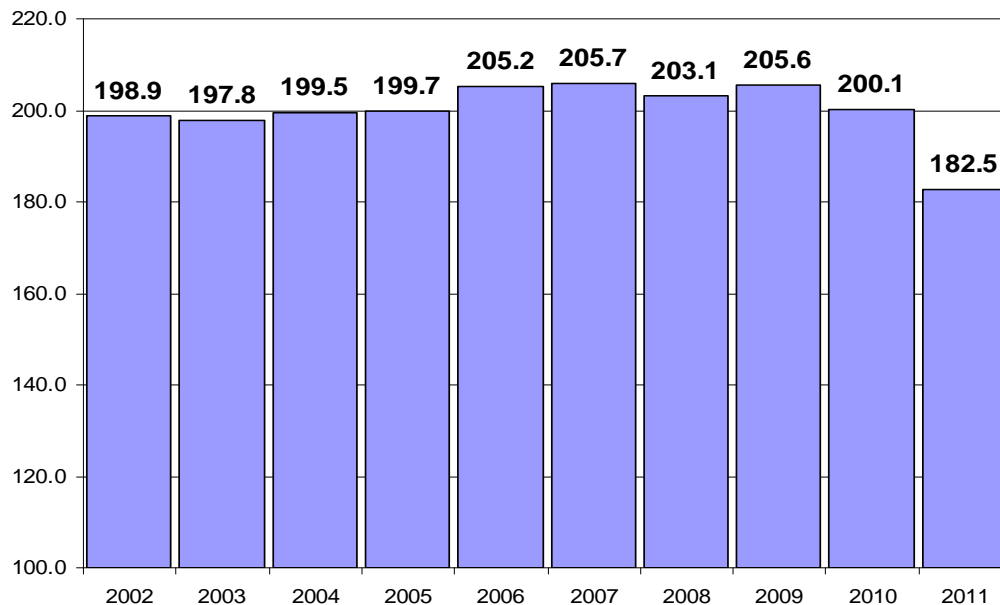
*Line of Service Reductions and Reorganization:*

The City implemented a hiring freeze in July, 2009 resulting in ten position vacancies at the time the budget was adopted. In addition, the City Council approved an incentive for early retirement which was accepted by ten employees (plus one in the Water Fund), effective July 1, 2010. As a result of both of these actions, there were twenty positions open when the decision was made to defund positions entirely or in part, or to budget funds to recruit and fill positions. The City has a total of 200 funded positions in FY2010, so this high number of potential vacancies provided flexibility and options for achieving budget savings while avoiding layoffs. By comparison, last fiscal year the City had one vacancy at the time of budget development and as a result lay-offs were required to balance the budget last spring.

The result is an FY2011 Budget that funds 182.5 full-time equivalent positions, which is the approximate number of employees working for the City in the mid-1990s. The reduction in positions is a continuation of a process that began in FY2008 and has resulted in a decrease in the total workforce by 23.2 positions since FY2007; or approximately 11 percent.

The graph below shows the number of City employees over the past ten years.

Number of City Employees (full-time equivalents)



The sharp reduction in positions will result in budget savings, and it will result in commensurate declines in service level and service capacity for the community. The early retirements, in particular, constitute a significant loss in experience and capacity with the dedicated employees who are leaving City employment.

*Reorganizations:* What follows is a brief summary of the reorganizations that are reflected in the proposed FY2011 Budget.

**Solid Waste:** This Budget reflects a dramatic change in how we deliver curbside solid waste services. The City is moving from an in-house service provided by City employees to an outsource service provided entirely by contractor. The service was put out for competitive bids this year, and outsourcing will reduce costs by \$150,000 per year. The contract includes a standard recycling cart and trash cart for all homes in the City, a long sought goal to improve recycling rates and make taking trash and recycling out to the curb easier for our customers. It will also allow us to avoid future capital equipment costs of new trash haulers. This change results in seven positions being defunded in the Budget. Due to vacancies from the hiring freeze, each solid waste employee will retain a job in the City, being reassigned to streets or utilities.

**Communications:** This Budget consolidates the School and General Government Offices of Communications. The General Government Director of Communications will increase her duties to include the Schools and oversight of the City Public Access Television station. The change was approved by the School Board in their March 2 recommendation to the City Council.

**Building Permits:** This Budget reflects a consolidation of building permit processing into the Department of Development Services. Currently this function is spread between the Engineering, Public Safety, and Development Services, and the consolidation will allow more opportunity for improvements in how we administer permits.

**Urban Forestry:** This Budget reduces the budgeted number of employees in Urban Forestry from five to four with the elimination of one maintenance worker, and reassigns these employees from Development Services to Environmental Services. With this move, the Urban Forestry employees

will take on broader responsibility for landscape planning and maintenance in our parks, streetscapes, and grounds.

Housing and Human Services: This division will be losing 2.1 full time equivalent positions due to early retirement of the Human Service Specialist, reduction in hours of the Senior Program Specialist, and reassignment of administrative support to Recreation and Parks.

Emergency Management: With the early retirement of a Police Captain assigned to emergency management, this Budget provides funding for a new position that would coordinate our emergency planning and provide City fire marshal services, which are currently provided by contract with Arlington County.

Animal Warden: With the early retirement of the City Animal Warden, this function will be funded as a part-time temporary position.

Human Resources: The Human Resources Analyst position will be reduced from full-time to part-time position.

Environmental Services: Seven positions were eliminated as a result of outsourcing refuse collection.

Recreation and Parks: A custodian position, currently vacant, will be filled as a four-day per week position instead of full-time.

*Employee Compensation:* In the fall of 2009, the City Manager appointed an Employee Benefits Task Force to study the trends in employee benefit costs, compare City benefits with other jurisdictions in the area, and provide recommendations on how to reduce benefit costs in a manner that would be equitable to employees given differences in age, tenure with the City, family status, and other criteria.

The Budget incorporates each of the recommendations from the Employee Benefits Task Force. The task force recommended increased contributions for health insurance, an elimination of the City's match for deferred compensation accounts and, for the first time since 1999, an employee contribution to the City's pension funds. The budgetary impact of accepting these recommendations is approximately \$526,000 in cost avoidance.

The employees on the task force are to be commended for recognizing the need to share in the solution to the City's fiscal challenges and making recommendations that translate into a decline in all employees' take-home pay. In addition to the reductions noted above there will be no employee salary cost of living or merit increase for the second consecutive year.

*GEORGE:* The Budget includes General Fund support for the City's GEORGE bus system in the amount of \$30,000, sufficient to maintain the service through the first quarter of the fiscal year. This allows for an orderly process to determine other means of providing for local transit service. Funding for FY2010 came from the trust fund held by the Northern Virginia Transportation Commission which is derived from the regional motor fuels tax and State and federal transit subsidies, a funding stream that is not sustainable for an additional year.

## **CAPITAL IMPROVEMENTS PROGRAM**

The FY2011 CIP represents a significant scaling back from prior plans; however it does continue progress on important projects for the City principally through the use of federal and state funds or debt financed, in the areas of:

**Capital Improvement Projects – FY2011**

	<b>FY2011</b>	<b>Five Years</b>
Transportation	\$420,000	\$15,661,445*
Public Safety	0	823,200
Parks and Recreation	0	1,300,000
Municipal Facilities (Gen Gov't/Schools)	100,000	42,900,000
Environmental	938,250	2,538,250
Water Fund	5,250,000	32,300,00
Sewer Fund	763,311	4,816,555

\*includes \$14,841,455 prior year funding

The dollar figures represented above are for projects described in more detail in the CIP section of this Budget. They are targeted toward improvements in the following areas: transportation, pedestrian and traffic calming improvements, park master plan implementation, maintaining facility infrastructure, maintaining a reliable and safe water distribution system and continuing improvements in the collection and treatment of wastewater.

The approach in this year's CIP is oriented toward a minimal use of local funds, given the economic climate. The use of local funds is limited to the \$318,250 needed to provide the local match (\$218,250) to a federal stormwater grant of \$500,000 and \$100,000 is provided for the highest priority facility maintenance for all general government and school buildings.

The FY2011-FY2015 CIP ensures financial policy compliance; however, the process to arrive at the current program also identified citywide infrastructure needs that will be mostly unfunded. The necessary actions were to restore the undesignated fund balance and provide a dedicated future funding for capital projects.

In the FY2011 budget, the City took steps to address policy compliance while funding certain critical capital needs. This budget uses current revenue (one cent of Real Estate tax) instead of fund balance to pay for the FY2011 \$318,250 CIP allocation, and dedicates two cents of Real Estate Tax or \$600,000, plus proceeds from the sale of a surplus property, the Pendleton House, to restore fund balance to the 8% minimum target. In addition, beginning in FY2012, the City Manager is proposing to dedicate 2% of revenues towards fund balance restoration or capital investment so that by FY2014, it is estimated that there will be sufficient funds, above the 12% revenue ratio policy limit, to fund deferred capital infrastructure projects (see Five-Year Projection on page 201).

**WATER AND SEWER FUNDS**

Revenue growth in the Water and Sewer Enterprise Funds is projected to remain modest, reflecting our demand projections. Growth is expected to result from adding new accounts due to construction both in the City and in the areas of Fairfax County served by the City water system. This Budget continues the sound policy decisions of prior Councils, and places the enterprise funds operated by the City on a sustainable and financially secure footing.

The Water and Sewer Funds are supported by a stable rate structure. Rates have not increased for four years. Although this budget does not propose an increase in rates, the City has begun the process of studying the rate structure and we anticipate recommendations will be presented to Council during FY2011. Availability fees collected from developers are not factored into the water or sewer rates; therefore the decline in construction activity does not require an adjustment in rates.

- Maintain the water rate at \$3.03 per 1,000 gallons, and
- Maintain the sewer rate at \$5.91 per 1,000 gallons.

Water Fund		
	<u>FY 2010</u>	<u>FY 2011</u>
<b>Expenditures:</b>	\$24,552,433	\$24,174,920
<b>Rates:</b>	\$3.03	\$3.03
Sewer Fund		
	<u>FY 2010</u>	<u>FY 2011</u>
<b>Expenditures:</b>	\$3,298,989	\$3,145,163
<b>Rates:</b>	\$5.91	\$5.91

The Water Fund includes funding for capital improvements to maintain the high level of service and reliability that our customers expect. With the completion of the Tyson's Tank improvements six years ago, which included a major new water tower, pump station, water main connections, and security features, the Utility is well positioned to serve our high growth areas. The Kirby Road water main project is proposed in order to increase the capacity to serve the areas of the City's service area that are most likely to see growth due to the completion of the Metro Rail extension to Tyson's Corner. Over the near term the Capital Improvements Program is focused on maintenance of existing facilities, including our ongoing iron main replacement program.

The Sewer Fund includes capital expenditures of \$763,311, which reflects our ongoing costs for the City's portion of the upgrades to Fairfax County's wastewater treatment plants, as well as ongoing maintenance of aged pipes within the sanitary sewer collection system.

## LOOKING AHEAD

This year's Budget is strongly influenced by continuing uncertainty and risk for future years, especially FY2012. Significant issues for the future include:

- Continued uncertainty in the real estate markets. Home sales this past year were an important indicator of the future direction of home prices. The condominium market, in particular, is vulnerable to continued reductions in value. Expert opinion on future direction is mixed, with some projecting at least one more year of decline, and flat housing prices for as long as ten years as the speculative excess of the early part of this decade is wrung out of the market. Others predict that the bottom has been reached. This Budget is built assuming the former scenario, and long term measures to reduce costs are favored over temporary measures.
- Commercial real estate values declined very significantly in the City, as they have done regionally and nationally. There are no indicators of a near-term recovery; in fact we should be prepared for an extended period of depressed values in the commercial sector. Our location inside the beltway and the lack of speculative construction projects within the City has made the effects of this market downturn less severe than in some of our neighboring jurisdictions; however we are not immune.
- Trends at the state and federal level point to continued reduction in inter-governmental aid and the City will have to rely more each year on locally generated revenues as the primary funding source to pay for local services. The Commonwealth has been unsuccessful in providing new transportation funding for the region, and the State share of services provided by the City, such as education and public safety, is likely to decline. As the federal government tackles its budget deficit, declines in all streams of domestic discretionary spending can be expected, once the stimulus money has been spent. Funds that have been received from the stimulus package will no longer be available in the coming years, with a disproportionate impact on education and transportation.

- The significant declines in the value of the investments of both the Virginia Retirement System (VRS) and the City's independent retirement plans due to the decline of the stock market and general economic conditions will result in higher required contributions to those funds in future years in order to maintain full funding of the City's pension obligations. Even with the recent partial recovery in the equity markets, the impact of losses in prior years will be felt for at least three to four more years.
- City debt levels are within adopted policy limits at the present time, but projected capital spending for new facilities, as planned in the Capital Improvements Program, will present the Council with difficult choices involving additional spending reductions to provide room for debt service or additional revenues from existing or newly-identified sources.
- Reliance on the School fund balance for ongoing operating expenses in the FY2011 Budget will require resources up to the equivalent to \$1.1 million to be identified to replace use of fund balance in the School Division base budget in FY2012.

Alongside these areas of concern, there are many reasons to remain confident that the financial challenges faced by the City of Falls Church will be successfully overcome. The City's highly educated citizenry translates into a per capita income that remains high in comparison to other counties and cities in the nation. Residential property values are under-girded by the City's strategic location, as well as our abundant economic, cultural and educational resources. Developer interest in the City's key commercial areas continues, and presents the City with an opportunity to shape its own future.

All this helps explain why the City of Falls Church continues to enjoy strong credit ratings: Moody's AA1; Standard & Poor's Aa2; and Fitch AAA. The City Council has adopted financial policies related to fund balance and debt issuance that reflect a conservative approach to fiscal management while still allowing for a targeted use of borrowing and pay-as-you-go funding to meet community needs.

This Budget upholds these sound management policies, and also charts a path toward implementing the Council's adopted Vision and Strategic Plan, albeit with a host of tough decisions given the very difficult economic picture. The FY2011 budget is one that reflects shared sacrifices and balancing of priorities toward a strong and sustainable future.

Respectfully submitted,



F. Wyatt Shields  
City Manager

This page intentionally left blank.

**CITY OF FALLS CHURCH**  
**FY2011 ADOPTED BUDGET**  
**AND FIVE-YEAR CAPITAL**  
**IMPROVEMENTS PROGRAM**

**CITY**  
**INTRODUCTION**

## **CITY COUNCIL**

Robin S. Gardner

*Mayor*

Harold "Hal" Lippman

*Vice Mayor*

Nader Baroukh

Daniel Maller

David E. Snyder

Daniel Sze

Lawrence Webb

\*\*\*\*\*

## **CITY OFFICIALS**

F. Wyatt Shields, *City Manager*

Cindy L. Mester, *Assistant City Manager*

John H. Tuohy, CPA, *Chief Financial Officer*

John E. Foster, *City Attorney*

Kathleen C. Buschow, *City Clerk*

Catherine Kaye, *City Treasurer*

Thomas D. Clinton, *Commissioner of The Revenue*

S. Stephen Bittle, *Sheriff*

Lois Berlin, Ed.D., *Superintendent of Schools*

In 2025, Falls Church is an independent city that respects its citizens and provides personal attention to meeting their needs. It is a unique place to live, work, and shop, offering diversity in housing, amenities, and services. Its historic charm reflects the stewardship of residents and their local government. It is built on a human scale, where visitors and residents alike can find everything they need while experiencing the fabric of life in a friendly, close-knit community. Falls Church is celebrated as a city that offers the benefits of small town life in a 21st century urban village. The City is financially sound, environmentally sustainable, and a leader in one of our nation's most dynamic metropolitan areas.

The people of the City of Falls Church have built a community that expresses their belief in certain unifying principles:



### **WORLD CLASS PUBLIC SCHOOLS**

The Falls Church City public school system is at the heart of our identity as a community. Public schools are why the City was established and have always been central to its success. The people of Falls Church are committed to providing all children with the tools and skills necessary to achieve personal and professional success in a fast-changing and highly competitive world economy. This requires a continuing focus on outstanding staff, up-to-date facilities, innovative leadership, and the efficient use of resources.



### **OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH**

City Staff provide first-class, professional services to all citizens. The City Council and City Manager actively reach out to assure that the whole community is engaged in decisions affecting the City's well-being and sustainability. In this pursuit, the Council and City Staff are guided by the core values of accountability, transparency, and responsiveness. Citizens receive accurate and timely information and have the opportunity to be heard and influence the outcome of the deliberative process. The City Council demonstrates bold leadership in setting priorities and making decisions as necessary to sustain the City's viability and unique small-town quality of life.



### **SOUND FINANCES**

Sound finances are a key benchmark of efficient and effective government in Falls Church. City staff and elected officials use fiscal policies, budget procedures, and investment strategies that incorporate best practices in support of prudent decision-making. The budget is balanced every year and current and future liabilities and expenditures are covered by identified revenue sources. The City adheres to all statutory and policy requirements regarding debt funding limits and always meets its short- and long-term financial obligations. It has long maintained a strong bond rating and responsibly managed its finances to achieve optimal value for its citizens and minimize the burden on taxpayers.



### **SUCCESSFUL DEVELOPMENT**

Falls Church City offers a harmonious mix of residential, commercial, and retail venues due to the community's focus on smart design, walkability, and human scale. Innovative, clear, and enforceable standards are in place that reflect attention to historic preservation, environmental sensitivity, and long-term sustainability. New development is compatible with existing neighborhood aesthetics, density, and scale. The City government works with regional counterparts to share this vision and ensure that Falls Church retains its distinctiveness and competitiveness in the region. Falls Church's City Center is a focal point where residents and visitors gather to work and play, helping to sustain the City's special sense of community and place.



### **NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

Falls Church welcomes the participation of its citizens in creating an environment where everyone is a neighbor. City neighborhoods are attractive, pleasant, safe, and welcoming places to live. In Falls Church, people join together to shape their streets, sidewalks, and public spaces. City streets and thoroughfares are tree-lined, pedestrian-friendly, and offer visitors and passersby a true window into our community and its values.



### **DIVERSITY**

Falls Church is a place where people of all means and backgrounds are welcomed and encouraged to participate in all aspects of community life. Racial, ethnic, economic, and other facets of human experience enrich the community by providing it with a diverse mix of outlooks and views on world, national, and local issues and problems. Falls Church is a vibrant and successful community because it welcomes and promotes diversity.



### **ENVIRONMENTAL HARMONY**

The people of Falls Church believe protecting and nurturing a healthy natural environment is one of their highest callings. The City's public and private development reflect this belief in tangible ways. Parks, open spaces, and clean waterways are valued as recreational, ecological, and economic resources. Environmentally friendly residential and commercial buildings throughout the City incorporate nationally accepted benchmarks for the design, construction, and operation of high performance green-buildings. The City integrates sustainability into all of its operations, including a strong emphasis on reducing dependence on fossil fuels.



### **INNOVATION**

The people of Falls Church are leaders and innovators in many areas of human endeavor. The City capitalizes on this resource by finding and nurturing emerging ideas and bringing them together with public and private capital. Falls Church is one of the leaders among area jurisdictions in evolving and promoting forward-thinking businesses that combine capital investment with stewardship of our natural resources. The City has a variety of special enterprise zones serving the "green technology entrepreneur" as well as the basic needs of its residents.



### **A SPECIAL PLACE**

Falls Church is a place where people enjoy doing everyday tasks, as well as experiencing diverse cultural, recreational, and civic opportunities. The Falls Church, Tinner Hill, Cherry Hill Farm, the State Theatre, residential neighborhoods, and quaint 19th century homes are alive with historical meaning and testify to the City's rich heritage, which is both respected and enhanced by the 21st century redevelopment of City Center. The City is a magnet for artists, artisans, and musicians, with many venues for performances and exhibits. Its dozens of fine restaurants and other eateries make it a destination of choice for residents and countless people from elsewhere in the metropolitan area. The City's vibrant, pedestrian-friendly commercial corridor and City Center include attractive shops and boutiques, as well as retail stores that respond to every shopper's interests and pocketbook. There is always something going on in Falls Church, whether it be the Saturday Farmers Market, the famous Memorial Day Parade, concerts in the park, or one of many other events.

*Adopted by City Council January 12, 2009  
Resolution 2009-04*



## WORLD CLASS PUBLIC SCHOOLS

**GOAL 1 City Council/School Board Collaboration** - Facilitate collaboration between the City Council and School Board, and between the professional staff of General Government and Schools so that City resources are shared and put to their best and fullest use.

**OBJECTIVE 1** - Establish regular meetings between the City Council and School Board to communicate key issues and coordinate budget and policies.

**OBJECTIVE 2** - Ensure efficient organization of Human Resources by fostering closer functional collaboration between the general government and non-instructional school staffs, to improve service delivery and promote the best allocation of City resources.

**OBJECTIVE 3** - Ensure efficient use of facilities by maximizing the public use of general government and school recreation facilities, such as gyms, playing fields, parks, and public buildings, for the use and enjoyment of the whole community.



## OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH

**GOAL 1 Civic Engagement** - Provide citizens with meaningful, relevant, and convenient ways to participate in local government.

**OBJECTIVE 1** - Provide opportunities for groups and individuals to share ideas, inform government decisions, and actively participate in civic life.

**GOAL 2 Government Accessibility** - Provide City services in form and function in a manner that is responsive to citizen needs.

**OBJECTIVE 1** - Provide simple and intuitive access to public services and information.

**OBJECTIVE 2** - Adopt best practices to ensure a positive customer experience

**GOAL 3 High Performance** - Cultivate a customer driven focus for the City organization, in which leadership, initiative, diversity, and teamwork are celebrated, and high performance is expected and rewarded.

**OBJECTIVE 1** - Cultivate a customer driven focus for the City organization, in which leadership, initiative, diversity, and teamwork are celebrated, and high performance is expected and rewarded.

**OBJECTIVE 2** - Provide systematic and ongoing opportunities for professional development, training, ethical cultural development and promotion.

**OBJECTIVE 3** - Ensure accountable, transparent, and responsive service by achieving work plan goals and objectives.

**GOAL 4 City Hall** - Reshape City Hall to make it more accessible and “user friendly” for the public, and enhance its visual appeal in a way that reflects its position at the center of civic life of the City.

**OBJECTIVE 1** - Lead an effective public decision making process for the redesign/relocation of City Hall.

**GOAL 5 High Performing Water Utility** - Maintain a high performing Water and Sewer Utility that supports the economic growth within its service territory in the County and City, and provides responsive customer service.

**OBJECTIVE 1** - Adopt performance measures to track our progress in reducing costs and improving service to our customers.

**GOAL 6 Strengthen Children and Families** - Provide a comprehensive system of human services that promotes health, independence, and personal growth for all City residents.

OBJECTIVE 1 - Create a structure that promotes collaboration among all prevention and intervention service providers.

OBJECTIVE 2 - Promote the personal growth and well-being of youth and families through a comprehensive and coordinated array of community and school-based services.



## SOUND FINANCES

The long-term strategic plan for this vision is currently being developed.



## SUCCESSFUL DEVELOPMENT

**GOAL 1 City Center Development** - Facilitate mixed use development plans and a review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.

OBJECTIVE 1 - Leverage market opportunities and forge public/private partnerships for phased City Center development that creates a vibrant, distinct, sustainable, great place.

**GOAL 2 Mixed Use Development** - Facilitate mixed use development plans and a review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.

OBJECTIVE 1 - Seek and encourage redevelopment for areas identified in the Comprehensive Plan.

**GOAL 3 Infrastructure to Support Redevelopment** - Build infrastructure that supports Citywide redevelopment that creates a vibrant, distinct, sustainable, great place.

OBJECTIVE 1 - Meet current and future needs for sanitary sewer, water, and storm water facilities.

OBJECTIVE 2 - Plan and implement street improvements- Plan and implement street improvements to promote pedestrian safety and commercial vitality as well as addressing multi-modal transportation and parking.

**GOAL 4 Land Use Tools** - Create new land use tools that encourage creative, compatible and sustainable development

OBJECTIVE 1 - Develop user-friendly, Web-based, uniform development code that contains innovative zoning tools and community design standards with integration of all development regulations including green building, affordable housing, historic preservation and transportation.



## NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE

**GOAL 1 Traffic Calming** - Preserve the quiet, residential character of neighborhood streets, through traffic calming measures, sidewalks, and effective parking regulations.

OBJECTIVE 1 - Install new traffic calming features and pedestrian connections in City neighborhoods.

OBJECTIVE 2 - Protect neighborhoods from parking impacts, through the development, implementation, and consistent enforcement of neighborhood parking regulations.

**GOAL 2 Neighborhood Based Programs** - Improve safety and security in neighborhoods through closer collaboration with police and citizens.

OBJECTIVE 1 - Actively promote citizen volunteer involvement and partnership with Police to reduce property crime in neighborhoods.

**GOAL 3 Zoning** - Preserve neighborhood character and quality of life through effective zoning regulations.

OBJECTIVE 1 - Create better tools for neighborhood preservation through a comprehensive update of City Zoning Codes.



## **DIVERSITY**

**GOAL 1 Affordable Housing** - Preserve and develop affordable housing as a means to ensure economic diversity in the City.

OBJECTIVE 1 - Implement the city wide affordable housing strategy that includes investment, acquisition, and building/development.

OBJECTIVE 2 - Expand housing choices by increasing the number of new affordable housing units and housing and services for low, moderate, and middle income households through inclusionary zoning.

**GOAL 2 Attract and Celebrate Diverse Populations** - Provide public activities, programs, and events that promote and celebrate the City's diversity.

OBJECTIVE 1 - Use City efforts to improve the business climate, reach out to all businesses and ensure that the full community is engaged in the civic and business life of the City

OBJECTIVE 2 - Promote the community's diversity through citywide events, and festivals so that the City is perceived as welcoming to all people.

**GOAL 3 Employment and Civic Volunteerism** - Recruit people from diverse backgrounds for employment and civic volunteerism.

OBJECTIVE 1 - Ensure that membership on City boards and commissions reflects the full diversity of the community.

OBJECTIVE 2 - Ensure that City workforce and staff leadership reflects the diversity of the community, and that the culture of the City Organization is one that embraces and celebrates that strength that comes through diversity.



## **ENVIRONMENTAL HARMONY**

**GOAL 1 Expand Parklands** - Implement plans and sustain resources to expand and improve City parklands, walking trails, and athletic fields.

OBJECTIVE 1 - Create the policies for advance planning and acquisition to provide the linkage.

**GOAL 2 Regulatory Tools** - Protect and improve natural resources through the enforcement of existing regulations, and through the development of appropriate new regulatory tools.

OBJECTIVE 1 - Adopt and implement best practices in watershed management to improve community water quality.

OBJECTIVE 2 - Incorporate "Green" Building Practices into City building permit process.

**GOAL 3 Community Education** - Create and implement community education programs on best management practices that achieve environmental harmony.

OBJECTIVE 1 - Develop, implement, and sustain community education and environmental programs to include addressing energy management/reduction/production.

**GOAL 4 Green City Facilities** - Implement best management practices at City facilities to promote a healthy environment and be more efficient in our use of natural resources.

OBJECTIVE 1 - Use the opportunities of new purchases and construction of new facilities or major renovations of existing facilities to implement green technology.



## **INNOVATION**

**GOAL 1 IT Infrastructure** - Build and upgrade Citywide IT infrastructure to support innovation.

OBJECTIVE 1 - Create an environment where IT enhances the delivery of governmental services.

OBJECTIVE 2 - Undertake cooperative ventures with the private sector that are scalable for the future, to facilitate expansion and growth and new technologies such as WiFi.



## **A SPECIAL PLACE**

**GOAL 1 Visual Aesthetic Identity** - Create a clear and distinct visual aesthetic identity that differentiates the City.

OBJECTIVE 1 - Create and maintain an attractive and distinct entrance ways and commercial corridors to the City.

**GOAL 2 Artistic Venues** - Increase the number of venues for artistic performance display.

OBJECTIVE 1 - Encourage the development of public/private venues for artisans and artists to work and to showcase their work.

**GOAL 3 Festivals and Events** - Develop, promote, and maintain festivals and special events that celebrate the City's unique character

OBJECTIVE 1 - Plan, organize and support a variety of quality community wide special events each year.

Falls Church is an independent city lying just a few miles from the national capital. This proximity has been a major influence on its development, especially over the last century. Falls Church is small in area (now 2.2 square miles) and population (estimated to be 11,300 in 2010), but its heritage predates America's colonial era.

As far back as 12,000 years ago, before the English came to Jamestown in 1607, the gently rolling landscape of Falls Church was traversed by Native American hunter-gatherers. As they moved inland from the north and east, they traveled two trails that intersected within the present boundaries of Falls Church. After a series of wars ending in 1677, they left the region and settlers gradually moved in.

The City's history dates back to the late 1600's when it was an early colonial settlement shared with native Indians. The community grew up around The Falls Church, which was founded in 1734 and whose congregation has included resident George Washington and Virginia statesman George Mason. Falls Church slowly grew around the intersection of two Indian trails leading to the lower Potomac River falls, not far from the current intersection of Broad Street (Route 7) and Washington Street (Route 29). By 1875 it gained township status. Falls Church became an independent City in 1948 led by parents determined to improve the quality of local schools. Named an All-America City in 1962, Falls Church has also earned the Tree City USA award for 31 consecutive years from the National Arbor Day Foundation.

Falls Church ranks first in the nation in the percentage of persons with at least a college degree. In 2006, 75 percent of the persons 25 years of age or older living in Falls Church had at least a bachelor's degree. Approximately 40.7 percent of the population had a Master's, professional, or doctorate degree, which is almost four times the national average. Only one location in the United States had a higher percentage of persons with advanced degrees in 2000: Los Alamos, New Mexico, which is a major scientific research community.

- Council-Manager form of government
- Chartered as independent city in 1948
- Seven member City Council, elected at-large for four year term
- Mayor and Vice Mayor selected by Council for two year terms



**City Council.** From left to right standing are: Council Members David Snyder, Daniel Maller, Lawrence Webb, Daniel Sze. Seated from left to right are: Vice Mayor Harold Lippman, Mayor Robin Gardner, and Council Member Nader Baroukh.



## **CITY OF FALLS CHURCH, VIRGINIA**

### ***DIRECTORY OF OFFICIALS***

F. Wyatt Shields, City Manager

Cindy Mester, Assistant City Manager

John H. Tuohy, CPA, Chief Financial Officer

John Foster, City Attorney

Kathleen C. Buschow, City Clerk

Catherine Kaye, City Treasurer

Thomas D. Clinton, Commissioner of Revenue

S. Stephen Bittle, Sheriff

Dr. Lois Berlin, Superintendent of Schools

## CITY STATISTICS

- 2.2 square miles
- Population of 11,300 (2010 estimate)
- \$3,040,773,100 assessed value of real estate at January 1, 2010

	FALLS CHURCH	WASHINGTON METRO	U.S.
January 1, 2010 Median Home value	\$587,300	\$306,200	\$197,100 <sup>1</sup>
Unemployment Rate, December 2009	6.9%	6.2%	9.7%
Per Capita Personal Income, 2006 <sup>23</sup>	\$64,698	\$48,375	\$36,714

## RACE AND ETHNICITY, 2007

White	84.5%
Black	4.3%
Asian	8.4%
Other, unknown	2.8%
Total	100.0%

Hispanic (any race) 8.6%

Source: Weldon Cooper  
Center/U.S. Census

## AGE DISTRIBUTION

0-19	25.1%
20-44	31.8%
45-64	31.5%
65+	11.6%
Total	100.0%

Source: Weldon Cooper  
Center

## OCCUPATIONS OF CITY RESIDENTS

Agriculture, forestry, and fisheries	11	0.2%
Construction	181	3.0%
Manufacturing	122	2.1%
Transportation	169	2.9%
Information	398	6.8%
Wholesale Trade	83	1.4%
Retail Trade	420	7.2%
Finance, insurance, and real estate	400	6.8%
Professional, scientific, management	1,193	20.4%
Entertainment & recreation services	355	6.1%
Educational, health, and social services	905	15.5%
Other professional and related services	565	9.6%
Public Administration	1,055	18.0%
Total Employed	5,857	100.0%

Source: US Census, 2000

## REGIONAL COOPERATION

## Memberships:

Northern Virginia Regional Commission  
 Northern Virginia Transportation Commission (NVTC)  
 Northern Virginia Transportation Authority (NVTA)  
 Northern Virginia Regional Park Authority  
 Fairfax-Falls Church Community Services Board  
 Metropolitan Washington Council of Governments  
 Northern Virginia Criminal Justice Academy

Services provided by contract by other localities:

Arlington Circuit Court  
 Arlington County Commonwealth's Attorney  
 Arlington County Fire and Rescue  
 Fairfax County Health Department

Services provided by contract to other localities:

Aurora House (residential group home for girls)  
 Fiscal Agent for Northern Virginia Criminal Justice  
 Academy

<sup>1</sup> As of January 1, 2009

<sup>2</sup> According to the 2000 U.S. census, Falls Church had the highest per capita income in Virginia and the third highest in the United States.

<sup>3</sup> Fairfax, Fairfax City, City of Falls Church

## **ECONOMIC DEVELOPMENT TRENDS IN FALLS CHURCH**

The City of Falls Church continues to benefit from an unprecedented wave of new development and investment that occurred along several of its primary commercial corridors starting with the Broadway project in 2002. The Byron, the Spectrum, the Read Building, and Pearson Square followed the Broadway and its formula of higher-density, mixed-use development. Together these projects have produced more than \$2.4 million per year in net revenue for the city as measured by the Tischler Bise fiscal impact model.

Timing of delivery and prevailing market conditions have impacted each of these projects in different ways. The Broadway, the Byron and the Read Building had reached full and stable residential and commercial occupancy, but the closure in 2009 of Hollywood Video in the Broadway is space that must now be backfilled.

Pearson Square and the Tax Analysts Building on South Maple Avenue were approved as one project, although sold by the developer as separate pieces. The Tax Analysts Building contains 85,000 square feet of office and retail space and was the largest office building constructed in the city in 20 years. With the opening of an upscale pizzeria later in 2010, the building will be over 90 percent occupied.

Pearson Square adapted to changing conditions in the regional market by converting 230 residential units from condos to condo rentals. Property owner Transwestern has fully leased the residential units at higher-end rental rates. However, the ground-level commercial space in Pearson Square has not been marketed as aggressively by the owners. Transwestern must now consider adjusting downward their pricing expectations and look at offering tenant concessions and build out allowances to fill 16,000 square feet of space in a tough market environment at a low profile location. Creative Cauldron and Falls Church Arts occupy a retail corner of Pearson Square, offering entertainment, educational and arts related programming. They are the commercial anchors and sole source of activities on the ground floor of the building.

The Spectrum was completed in early 2008 with 189 residential condo units, 32,000 square feet of condo office, and 32,000 square feet of retail space. The regional market for residential condos is still oversupplied and sales in the Spectrum have remained slow. Condo unit prices were lowered to adjust to the market and the Spectrum owners have initiated a pilot rent-to-own program that has been quite successful in boosting overall building residential occupancy to about 43 percent. Filling the Spectrum's retail space has been challenging in a weak economy, but a 10-year lease was signed in 2009 with an anchor tenant, Mad Fox Brewpub, which will open for business in mid-2010. About three quarters of the available office space in the building has been sold.

In late 2008, the Hekemian Company received approval for its site plan for a mixed-use project in the 400 block of North Washington Street. The "Northgate" is located within close proximity to the East Falls Church Metro Station and the developer will use that advantage to market its 105 residential units, office and retail space. Hekemian intends to move forward with construction but is undecided about timing in the face of unfavorable borrowing terms and conditions in the current credit market.

The City Center South project, the largest mixed-use development approved in Falls Church at one million square feet of proposed residential, office, hotel, retail, grocery and entertainment space, is in a holding pattern due to the frozen markets for development lending and weaknesses in the hotel and office sectors. It is uncertain whether Atlantic Realty intends to move forward to secure site plan approval and implement the project in the form that it was approved originally for land use entitlements in February 2008.

A 110-room Hilton Garden Inn hotel proposed by the Young Group for the 700 block of W. Broad Street received site plan approval in 2008. Due to the weakening of conditions in the hotel/hospitality industry and a virtual halt in new hotel financing and construction, the Hilton franchisee abandoned interest in the project and the land owner is now attempting to put together a proposal for alternate uses for the site.

In the 800 block of W. Broad Street the Young Group delivered to market a 44,000-square-foot office and retail building in spring 2009. The project is nearly completely leased, with tenants that include a U.S. Postal Service customer center, two restaurants and multiple office tenants. This is an example of a smaller infill project that was influenced by the success of earlier mixed use development and an emerging critical mass of investment and activity on W. Broad Street.

Resubmission of an application from the Akridge Company for “The Gateway” is pending. This proposed mixed-use development project is located in the 500 block of N. Washington Street, the city’s entrance to Arlington County. The development would include 80,000 square feet of new Class A office, 12,500 square feet of retail, and about 150 condos or apartments. Like the proposed Northgate next door, the Gateway is designed to be Metro Transit oriented.

Occupancy rates in older commercial properties are holding strong in retail, with some anomalies, while a moderate rise in vacancies in office buildings has occurred. Some tenants have moved to newer and more competitively priced space. Landlords are adjusting their rents downward to backfill older office and retail space. Countering this trend, however, the vacated 46,000 square foot Syms store on the city’s east end has been marketed by its owners for new uses with a valid expectation of substantially higher rent than the previous long-term lease had generated.

One of the greatest commercial success stories in Falls Church and, indeed, the metropolitan Washington region is the Eden Center on Wilson Boulevard. The center is Northern Virginia’s premier Asian shopping destination, with over 130 businesses. Its Vietnamese restaurants, eclectic array of shops, vendors and cultural events regularly draw chartered buses from surrounding states and Canada. The closure of a marginal, big box retailer on the property provides a long-awaited opportunity for the Eden Center to add more ethnic businesses and expand the power of its thematic draw.

In early 2009 BJ’s Wholesale Club, a Fortune 300 company, signed a 20-year lease with JBG Rosenfeld to build an 87,000 square foot store on an eight-acre light industrial site on Wilson Boulevard. This deal was facilitated by an agreement with the city to share with the property owner a portion of taxes generated by the new store over a 12-year period.

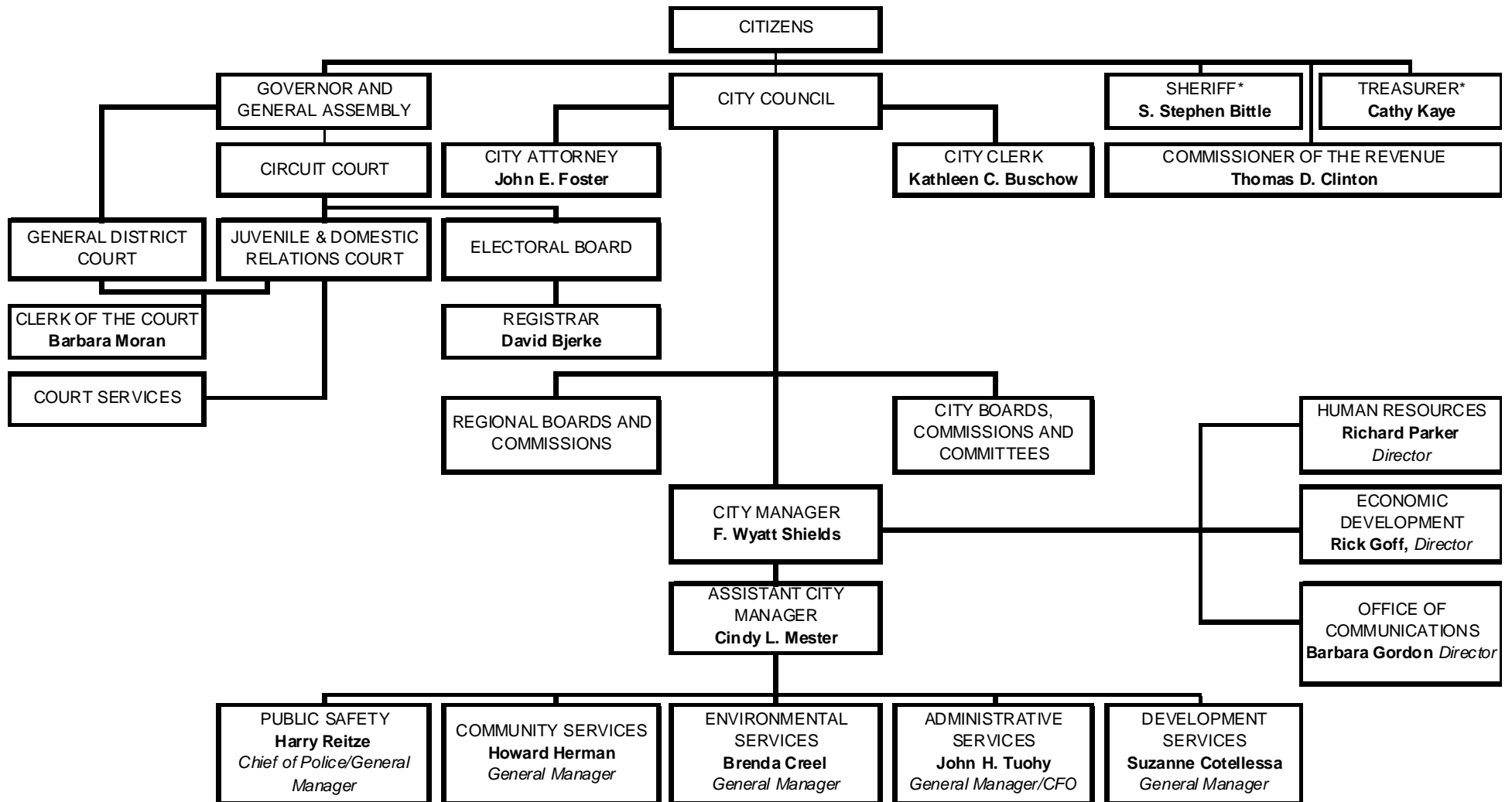
BJ’s is one of very few national retailers experiencing sales growth during the current recession. Projections for new tax revenue to the city net of the tax sharing arrangement should exceed \$500,000 per year for the first twelve years of store operation, assuming similar and sustained sales levels generated at comparable BJ’s stores. The company has begun construction of its Falls Church store and plans to open for business by summer 2010.

While pipeline development projects in the city wait for the credit markets to thaw, developers and their brokers are examining the city closely for land purchase and assemblage opportunities that will bring about the next wave of development proposals. In fall 2009 two graduate level classes of Virginia Tech’s Urban Design and Planning Program engaged in studio work for the city’s Economic Development Authority to create bold, long range plans for higher density land uses for the city’s east end and N. Washington Street/W. Jefferson Street commercial areas. These plans are expected to generate lively EDA, Planning Commission and City Council discussions regarding possible revisions to the city’s Comprehensive Plan and zoning ordinance to encourage developer interest and major new investment in Falls Church in the years ahead.

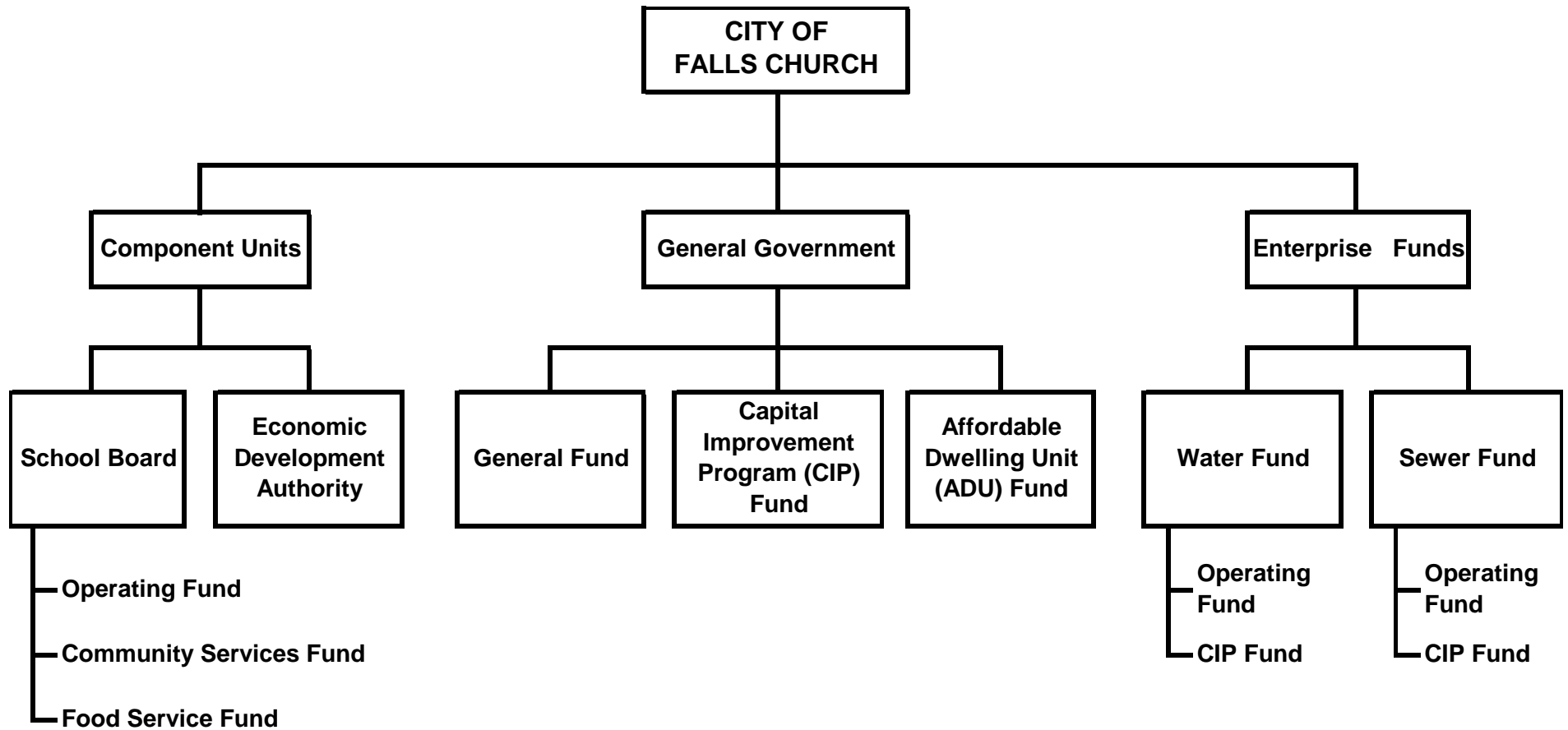
## **COMPREHENSIVE PLAN OUTLOOK FOR THE FUTURE**

- The City will continue as a vibrant and thriving enclave in the Northern Virginia region, inhabited by citizens and businesses who believe strongly in community involvement and spirit.
- The City will continue to be recognized as a predominantly residential community, and will retain its small-town character. This character will be conveyed visually through the cohesive architecture and urban design of the commercial districts, which complement the residential neighborhoods, and through the successful preservation and rehabilitation of the City’s historic resources.
- The City’s commercial base will be strong and serve the greater Falls Church community, while also attracting people from throughout the region to eat, shop, and conduct business in the commercial centers. The City will have attractive office spaces located within walking distance of restaurants and shops. Public-private collaboration will result in the creation of public gathering places for cultural events and meetings.

- Education will continue to be a high priority for the City. Schools will be maintained as high quality public facilities, commensurate with the continuing academic excellence for which the City is known, and will serve as an important focus for community, social, and cultural activities.
- Local educational services will expand to include institutes of higher education and an extension of educational opportunities to all City residents. The addition of these higher education resources will draw new ideas from the region and perhaps from beyond, from which the entire community will benefit. The City's library will remain an integral component of the excellent educational system.
- Planning for open space will also provide for active recreation and sports.
- The City will remain attractive to a wide range of family types, cultures, and generations, including single-person households, those with children, and citizens in retirement, embracing the City's varied ethnic and cultural diversity. A diverse housing stock will provide opportunities to all income levels and family types.



\*Constitutional Officers will participate in coordination with Public Safety and Administrative Teams



## **I. PLANNING AND BUDGETING – ALL FUNDS**

### **A. Governing Legislation**

The adoption and implementation of the City of Falls Church's (the City) budget shall be governed by Chapter 6 of the City Charter and Chapter 10 of the City Code. This policy shall not override any of the provisions of the Charter and the Code, but rather, shall provide supplemental guidance on the adoption and implementation of the City's budget.

### **B. General**

The City of Falls Church will adopt an annual General Fund budget in which the budgeted revenues and expenditures are equal (a balanced budget). The budget shall clearly delineate the sources of funding for each year's expenditures. Any one-time revenues or use of unreserved and undesignated fund balance will be used for one-time, non-recurring expenses such as capital assets, pay-as-you-go projects in the Capital Improvement Program (CIP), equipment, special studies, debt reduction, and reserve contributions. Designated or reserved fund balances may only be used for the purpose so stated.

Each year's budget may include a General Fund Contingent appropriation ("Council Reserve") to cover unforeseen expense items or new projects initiated after a fiscal year has begun. Unexpended amounts in this reserve at fiscal year end may be re-appropriated by Council for use in the subsequent fiscal year. Funding may be allocated from this contingent appropriation only by resolution of City Council.

The City will adopt annual Utility Funds budgets in which the budgeted revenues from fees and charges, investment earnings, and operating grants will be sufficient to meet operating expenses and debt service. Availability fees, including availability fees accumulated from previous years, will only be used to offset the costs of providing additional capacity, including debt service on any debt incurred to finance such projects. Any one-time revenues or use of unrestricted net assets will be used for one-time, non-recurring expenses such as capital, equipment, special studies, debt reduction, and reserve contributions. Restricted net assets may only be used for the purpose so stated.

The City will prepare and update annually a five-year Capital Improvement Program (CIP) to be approved by City Council. At the same time, the City Council will adopt an annual budget for the Capital Fund fund. The CIP will be developed with an analysis of the City's infrastructure and other capital needs, and the financial impact of the debt service required to meet the recommended financing plan.

The City will adopt an annual budget for all other funds except for trust funds, including the School Board and the Economic Development Authority.

The City Council will adopt all budgets by Ordinance.

### **C. Budget Amendments**

Amendments to any budget that require an increase in revenue and/or expenditure requires an Ordinance to be passed by the City Council.

Transfers of funding between departments, as defined by the City's organization structure, requires a resolution by the City Council. For this purpose, the Water Fund and Sewer Fund will be considered separate departments.

Transfers within departments require an approval by the City Manager and by the Chief Financial Officer.

## D. Funding of Post-Retirement Benefits

The City will use an actuarially-accepted method of funding its pension system to maintain a fully-funded position. The City's contribution to employee retirement costs will be adjusted annually as necessary to maintain full funding. If the City reaches its actuarially-required contribution (defined as City and employee contributions, if any, that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the City may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used for one-time non-recurring expenses in order to provide the ability to increase contributions as may be required by future market conditions.

The City will use an actuarially-accepted method of funding its other post-employment benefits to maintain a fully-funded position. The extent of the City's post-employment benefits and its contribution to them will be adjusted annually as necessary to maintain full funding. If the City reaches its actuarially-required contribution (defined as City and employee contributions, if any, that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the City may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used for one-time non-recurring expenses in order to provide the ability to increase contributions as may be required by future market conditions.

## E. Transfers from Utility Funds

Transfers from the Utility Funds to the General Funds may be done for reimbursement of administrative expenses based on a reasonable method of calculation. The General Fund may also charge the Utility Funds for management fees. The calculation of such fees will be adopted by the City Council by resolution or through the adoption of the annual budget.

# II. DEBT MANAGEMENT

## A. General Fund

The City of Falls Church will adhere to the following policies whenever the City issues new bonds:

1. Total General Fund supported debt shall not exceed 5% of the net assessed valuation of taxable property in the City.
2. Annual debt service expenditures for all General Fund supported debt shall not exceed twelve percent (12%) of total General Fund expenditures.
3. The term of any debt issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
4. The city shall comply with all U. S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
5. The City shall comply with all requirements of Title 15.2 Code of Virginia and all other legal requirements regarding the issuance of bonds and certificates of the City or its debt issuing authorities.
6. At least 25% of total debt will be repaid within five years and at least 50% of total debt within ten years.
7. Debt shall be defined as bonds, capital leases, lines of credit, certificates of participation or any other instruments that constitute evidence of indebtedness on the part of the City.

The Council shall put to referendum certain general obligation bonds:

1. Where the aggregate amount of the bond exceeds ten percent of the General Fund budget for the fiscal year in which the bonds are anticipated to be issued.
2. The referendum requirement does not apply to bonds issued for water, sewer, fire, police and medical services projects.

In addition, the Commonwealth of Virginia limits the City's debt capacity to not more than 10% of the net assessed valuation of taxable property in the City.

## **B. Utility Funds**

The City may issue bonds to fund enterprise activities, such as water and sewer utilities, or for capital projects which will generate a revenue stream.

1. The bonds will be issued only if revenue sources are identified that are sufficient to fund the debt service requirements.
2. Costs of issuance, debt service reserve funds, and capitalized interest may be included in the capital project costs and thus are fully eligible for reimbursement from bond proceeds.
3. Bonds may be issued either as revenue bonds or as City general obligation bonds. In either case, the debt service coverage for the fund supporting the debt shall be at least 105%. Debt service coverage is calculated by dividing net operating income by total debt service.

## **III. FUND BALANCE AND NET ASSETS**

### **A. General Fund**

The City of Falls Church adopts the following policy for its General Fund fund balance:

1. The goal for undesignated fund balance shall be 12%, but not less than 8%, of the actual General Fund revenues for the then current Fiscal Year, and these funds shall be appropriated by the City Council.
2. In the event that the undesignated fund balance is used to provide for temporary funding of unforeseen emergency needs, the City shall restore the undesignated fund balance to 8% of the actual General Fund revenues for the then current fiscal year within two fiscal years following the fiscal year within which the event occurred. To the extent additional funds are necessary to restore the Undesignated General Fund Balance to twelve percent (12%) of the actual General Fund revenues for the then current year, such funds shall be accumulated in no more than three approximately equal contributions each fiscal year; this shall provide for full recovery of the targeted fund balance amount within five years following the fiscal year in which the event occurred.
3. Reservation of fund balance represents that portion of fund balance that is legally restricted for a future use or not available for appropriation. Reservations of fund balance shall comply with Governmental Accounting Standards Board (GASB) criteria.
4. Designation of fund balance represents plans by management. Such designations should be supported by definitive plans approved either by the City Council or the City Manager.

**B. Utility Funds**

It is the City's goal to have positive unrestricted net assets for its Utility Funds in its Statement of Net Assets that reflect economic well-being.

1. Unrestricted net assets shall be greater than 10% of total operating revenues at fiscal year-end, net of any donated assets recognized, to provide reserves for operations and future capital improvements.
2. There will be a restriction of net assets for investment in capital assets, net of related debt, as required by Generally Accepted Accounting Principles.
3. Designation of unrestricted net assets represents plans by management. Such designations should be supported by definitive plans approved either by the City Council or the City Manager

**IV. FISCAL POLICIES – ADOPTION**

1. The City's fiscal policies shall be adopted by resolution of the City Council.
2. The fiscal policies shall remain in effect until such time as they are amended or repealed by subsequent Council action, and will be presented to City Council every two years within ninety days of a new Council taking office.

*Adopted by Council January 12, 2009  
Resolution 2009-01*

# **CITY OF FALLS CHURCH**

## **FY2011 ADOPTED BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM**

**BUDGET  
INTRODUCTION**

## ORDINANCE 1844

**AN ORDINANCE FIXING AND DETERMINING THE BUDGET OF EXPENDITURES AND REVENUES, APPROPRIATING FUNDS FOR THE FISCAL YEAR 2011: GENERAL FUND; SCHOOL OPERATING FUND; SCHOOL COMMUNITY SERVICE FUND; AND SCHOOL FOOD SERVICE FUND; WATER REVENUE FUND AND SEWER REVENUE FUND**

THE CITY OF FALLS CHURCH HEREBY ORDAINS THAT:

SECTION 1: The annual budget of the City of Falls Church, Virginia, for the General Fund, School Operating Fund, School Community Service Fund, and School Food Service Fund, Water Revenue Fund and Sewer Revenue Fund, for the Fiscal Year 2011, heretofore and on the 22<sup>nd</sup> day of March, 2010, submitted to the Council by the City Manager are hereby fixed, determined and appropriated as hereinafter set forth, providing for the expenditures of

- a. \$64,040,348 for the General Fund revenues; and  
\$64,040,348 for the General Fund expenditures.
- b. \$34,627,190 for the School Operating Fund, \$1,861,400 for the School Community Service Fund revenues; and  
\$34,627,190 for the School Operating Fund, \$1,861,400 for the School Community Service Fund expenditures.
- c. \$934,500 for the School Food Service Fund revenues; and  
\$934,500 for the School Food Service Fund expenditures.
- d. \$25,536,663 for the Water Fund revenues; and  
\$24,174,920 for the Water Fund expenditures.
- e. \$3,233,311 for the Sewer Fund revenues; and  
\$3,145,169 for the Sewer Fund expenditures.
- f. Unexpended balances in the Capital Projects Funds as of June 30, 2010 are hereby reappropriated.
- g. Unexpended balances in the Affordable Dwelling Unit Fund as of June 30, 2010 are hereby reappropriated.

SECTION 2: (Note: The Capital Improvement Plan for the period FY 2011- 2015 will be reviewed and adopted by separate Ordinance by May 24, 2010).

FY 2011 APPROPRIATION OF FUNDS				
				Ordinance 1844
		FY2010	FY2011	FY2011
		Final	Proposed	Adopted
1	<b>General Fund - Expenditures</b>			
2				
3	General Government Admin	6,015,192	5,581,156	5,442,953
4	Judicial Services	925,448	787,320	823,705
5	Public Safety	10,120,152	9,315,940	9,285,647
6	Public Works	5,748,752	5,669,020	5,602,474
7	Health & Welfare	2,499,207	2,198,398	2,133,282
8	Education	29,637,120	28,302,895	27,876,895
9	Parks, Recreation, Cultural	4,725,663	4,478,772	4,424,074

FY 2011 APPROPRIATION OF FUNDS				
				Ordinance 1844
		FY2010	FY2011	FY2011
		Final	Proposed	Adopted
10	Community Development	1,725,292	1,417,605	1,328,842
11	Economic Development	412,180	346,498	345,506
12	Debt Service	5,150,380	5,117,136	5,101,220
13	Reserves	15,000	705,600	1,357,500
14	Capital Expenditures	6,113,000	318,250	318,250
15				
16	<b>Total General Fund</b>	<b>73,087,386</b>	<b>64,238,590</b>	<b>64,040,348</b>
17				
18	<b>General Fund Revenue</b>			
19				
20	Property Taxes	40,725,939	42,383,815	41,456,664
21	Property Taxes - Non Assessed	125,000	160,000	160,000
22	General Sales & Use Taxes	3,875,000	3,160,000	3,160,000
23	Selective Sales & Use Taxes	5,352,400	5,079,400	5,072,067
24	Gross Receipts Business Taxes	2,829,198	2,839,198	2,839,198
25	Other Taxes	627,000	869,533	869,533
26	Licenses & Permits	344,483	382,411	382,411
27	Federal Grants	579,287	147,409	147,409
28	State Operating Grants	1,153,937	834,913	973,155
29	State Shared Revenue	2,820,877	2,820,877	2,820,877
30	Payments in lieu of Taxes	150,000	150,000	150,000
31	Charges for Services	4,311,542	4,266,084	4,264,084
32	Fines & Forfeitures	1,210,500	877,250	877,250
33	Investment Revenues	214,000	0	0
34	Rental Income	55,200	118,200	118,200
35	Contributions Private Sources	126,392	0	0
36	Interfund Operating Transfers	2,212,411	0	0
37	Use of Fund Balance	243,570	0	0
38	Dispositions & Sales	5,650	119,500	719,500
39	Recovered Costs	30,000	30,000	30,000
41	Debt Proceeds	6,095,000	0	
42	<b>Total General Fund Revenues</b>	<b>73,087,386</b>	<b>64,238,590</b>	<b>64,040,348</b>
43				
45	<b>School Operating Fund - Expenditures</b>			
46				
47	Uses of Funds	36,882,575	34,865,300	34,627,190
48	<b>Total School Operating Fund Expenditures</b>	<b>36,882,575</b>	<b>34,865,300</b>	<b>34,627,190</b>
49				
50	<b>School Operating Funds - Revenues</b>			
51				
52	Beginning Balance	1,100,000	1,100,000	1,100,000
53	Sales Tax	2,043,100	1,945,900	1,934,800

FY 2011 APPROPRIATION OF FUNDS				
				Ordinance 1844
		FY2010	FY2011	FY2011
		Final	Proposed	Adopted
54	Federal Funds	631,300	747,690	747,690
55	State Funds - SOQ	2,609,500	2,408,010	2,470,200
56	State Funds - Categorical	614,400	82,400	219,200
57	User Fees	374,000	355,000	439,500
58	Miscellaneous	374,000	364,500	280,000
59	City Appropriation	29,136,275	27,861,300	27,435,800
60	<b>Total School Operating Fund Revenues</b>	<b>36,882,575</b>	<b>34,865,300</b>	<b>34,627,190</b>
61				
62	<b>School Community Service Fund - Expenditures</b>			
63				
64	Non-Instructional	1,972,800	1,861,400	1,861,400
65	<b>Total School Community Services Fund Expenditures</b>	<b>1,972,800</b>	<b>1,861,400</b>	<b>1,861,400</b>
66				
67	<b>School Community Services Fund - Revenue</b>			
68				
69	Beginning Balance	175,500	171,500	171,500
70	Day Care Receipts	956,879	955,495	955,495
71	User Fees - Tuition	14,570	14,600	14,600
72	Rental Fees - Personnel	116,001	123,205	123,205
73	Rental Fees	79,900	79,900	79,900
74	Interest Income	18,000	11,000	11,000
75	Miscellaneous	78,400	79,900	79,900
76	City Appropriation	453,900	393,400	393,400
77	City Appropriation - Day Care	34,650	32,400	32,400
78	<b>Total Community Services Fund Revenues</b>	<b>1,927,800</b>	<b>1,861,400</b>	<b>1,861,400</b>
79				
80	<b>School Food Service Fund Expenditures</b>			
81				
82	Non-Instructional	943,500	934,500	934,500
83	<b>Total School Food Service Fund Expenditures</b>	<b>943,500</b>	<b>934,500</b>	<b>934,500</b>
84				
85	<b>School Food Service Fund Revenues</b>			
86				
87	Beginning Balance	100,000	91,500	91,500
88	Federal Subsidy	116,500	113,800	113,800
89	State Subsidy	7,100	7,300	7,300
90	Investment Income	4,800	3,000	3,000
91	Cafeteria Sales	711,100	715,900	715,900
92	Miscellaneous Income	0	0	0
93	School Board Transfer	4,000	3,000	3,000
94	<b>Total School Food Service Fund Revenues</b>	<b>943,500</b>	<b>934,500</b>	<b>934,500</b>

FY 2011 APPROPRIATION OF FUNDS				
				Ordinance 1844
		FY2010	FY2011	FY2011
		Final	Proposed	Adopted
95				
96				
97	<b>Water Fund Expenditures</b>			
98				
99	Water Division	25,442,431	24,174,920	24,174,920
100	<b>Total Water Fund Expenditures</b>	25,442,431	24,174,920	24,174,920
101				
102	<b>Water Fund Revenues</b>			
103				
104	Charges For Services	20,558,106	20,565,663	20,565,663
105	Investment Income	140,000	125,000	125,000
106	Rental Income	160,000	190,000	190,000
107	Other Income	6,000	6,000	6,000
108	Borrowings and Use of Fund Balance	3,650,000	4,650,000	4,650,000
109	<b>Total Water Fund Revenues</b>	24,514,106	25,536,663	25,536,663
110				
111				
112	<b>Sewer Fund Expenditures</b>			
113				
114	Sewer Division	3,298,989	3,145,169	3,145,169
115	<b>Total Sewer Fund Expenditures</b>	3,298,989	3,145,163	3,145,163
116				
117	<b>Sewer Fund Revenues</b>			
118				
119	Charges for Services	2,420,000	2,420,000	2,420,000
120	Investment Income	50,000	50,000	50,000
121	Borrowings and Use of Fund Balance	763,311	763,311	763,311
122	<b>Federal Grants</b>	100,000	0	0
123	<b>Total Sewer Revenue</b>	3,333,311	3,233,311	3,233,311

1st Reading: 3-22-10

2nd Reading: 4-26-10

Adoption: 4-26-10

(TO10-08)

IN WITNESS WHEREOF, the foregoing was adopted by the City Council of the City of Falls Church, Virginia on April 26, 2010 as Ordinance 1844.

Kathleen Clarken Buschow  
City Clerk

## ORDINANCE 1845

**AN ORDINANCE FIXING AND DETERMINING THE FY2011 CAPITAL IMPROVEMENTS PROGRAM BUDGET AND APPROPRIATING EXPENDITURE AND REVENUE FUNDS FOR THE FISCAL YEAR 2011**

THE CITY OF FALLS CHURCH HEREBY ORDAINS THAT:

The Capital Improvements Program for FY2011 heretofore and on the 22nd day of March, 2010, submitted to the Council by the City Manager are hereby fixed, determined and are hereby in all respects adopted and confirmed as so fixed, determined and appropriated and the Clerk is hereby directed to enter the same upon the minutes.

Capital Improvements Program (CIP) for FY2011:

	<b>FY2011</b>
<b>PUBLIC FACILITIES</b>	
General Government Reinvestment	50,000
General Government City Hall/Public Safety Imprvts	-
Library Expansion	-
Schools Replmnt/Modern.	50,000
Schools Construction (new/renovations)	-
<b>Total Public Facilities</b>	<u>100,000</u>
<b>ENVIRONMENT</b>	
Storm Water Facility Impr (grant)	485,000
Storm Water Facility Impr (local)	218,250
Daylighting of Piped Streams	90,000
Stream Bank Stabilization	145,000
<b>Total Environment</b>	<u>938,250</u>
<b>TRANSPORTATION</b>	
Rt. 7 Enhanced Transit Services	420,000
<b>Total Transportation</b>	<u>420,000</u>
<b>TOTAL GENERAL FUND</b>	<u>1,458,250</u>
<b>GENERAL FUND SOURCES</b>	
Grant/Other Funded	1,140,000
Total "Pay as you go" Financed	318,250
<b>Total Sources</b>	<u>1,458,250</u>
<b>WATER UTILITY</b>	
Utility Office Relocation and Improvements	100,000
Replacement Storage Shed and Paving	800,000
Kirby Rd Water Main (Chain Bridge-Chesterbrook)	1,000,000
McLean Pumping Station Improvements	1,350,000
Water Main Replacement Program	2,000,000
Dolley Madison-McLean PS Water Main	-
<b>Total Water Utility</b>	<u>5,250,000</u>
<b>WATER UTILITY SOURCES</b>	
Debt Funded	4,350,000
"Pay as you go"	<u>900,000</u>

Total Sources	5,250,000
<b>SEWER UTILITY</b>	
Fairfax Wastewater Treatment Plant Upgrades Phase I	328,311
Fairfax Wastewater Treatment Plant Upgrades Phase II	35,000
Falls Church Sewer Rehabilitation	400,000
<b>Total Sewer Utility</b>	<b>763,311</b>
<b>SEWER UTILITY SOURCES</b>	
Debt Funded	-
"Pay as you go"	763,311
Total Sources	763,311

1st Reading: 5-10-10

2nd Reading: 5-24-10

Adoption: 5-24-10

(TO10-10)

IN WITNESS WHEREOF, the foregoing was adopted by the City Council of the City of Falls Church, Virginia on May 24, 2010 as Ordinance 1845.



Kathleen Clarken Buschow  
City Clerk

**RESOLUTION 2010-17**
**RESOLUTION ADOPTING THE FY2012 - 2015 CAPITAL IMPROVEMENTS PROGRAM**

THE CITY OF FALLS CHURCH HEREBY RESOLVES THAT:

The Capital Improvements Program for the period FY2012–2015 heretofore and on the 22<sup>nd</sup> day of March, 2010, submitted to the Council by the City Manager is hereby adopted, and the Clerk is hereby directed to enter the same upon the minutes.

Capital Improvements Program (CIP) FY2012-FY2015:

**GENERAL FUND**
**PUBLIC SAFETY**

Fire Station Upgrades

- 144,700 - -

Ladder Truck

- - - 840,000

Ladder Truck, sale proceeds

- - - (161,500)

**Total Public Safety**

- 144,700 - 678,500

**PUBLIC FACILITIES**

General Government City Hall/Public Safety Imprvts

500,000 9,500,000 - -

Library Expansion

2,000,000 - - -

Schools Replmnt/Modern.

- - - -

Schools Construction (new/renovations)

- 800,000 30,000,000 -

**Total Public Facilities**

2,500,000 10,300,000 30,000,000 -

**ENVIRONMENT**

Stormwater Facilities Improvement (local)

600,000 400,000 300,000 300,000

**Total Environment**

600,000 400,000 300,000 300,000

**TRANSPORTATION**

Pedestrian, Bicycle, and Traffic Calming Improvements

100,000 100,000 100,000 100,000

**Total Transportation**

100,000 100,000 100,000 100,000

**RECREATION & PARKS**

Park Master Plan Implementation

400,000

Hamlett/Rees Park

200,000 - - -

West End Park

300,000 - - -

Big Chimney and Triangle Park (proffer)

300,000 - 100,000 -

**Total Recreation & Parks**

1,200,000 - 100,000 -

**TOTAL GENERAL FUND**

4,400,000 10,944,700 30,500,000 1,078,500

**GENERAL FUND SOURCES**

Grant/Other Funded

300,000 - 100,000 -

Total Debt Financed

4,000,000 10,700,000 30,300,000 978,500

Only if grant/revenue offset

100,000 100,000 100,000 100,000

Total "Pay as you go" Financed

- 144,700 - -

**Total Sources**

4,400,000 10,944,700 30,500,000 1,078,500

**WATER UTILITY**

Kirby Rd Water Main (Chain Bridge-Chesterbrook)	3,500,000	4,000,000	3,200,000	-
Kirby Rd Water Main (Chesterbrk-Westmoreland)	800,000	2,000,000	3,000,000	1,000,000
McLean Pumping Station Improvements	250,000	-	-	-
Water Main Replacement Program	2,000,000	2,000,000	2,000,000	2,000,000
Dolley Madison-McLean PS Water Main	200,000	1,100,000	-	-
<b>Total Water Utility</b>	<b>6,750,000</b>	<b>9,100,000</b>	<b>8,200,000</b>	<b>3,000,000</b>
<b>WATER UTILITY SOURCES</b>				
Debt Funded	6,750,000	9,100,000	8,200,000	3,000,000
"Pay as you go"	-	-	-	-
<b>Total Sources</b>	<b>6,750,000</b>	<b>9,100,000</b>	<b>8,200,000</b>	<b>3,000,000</b>

**SEWER UTILITY**

Fairfax Wastewater Treatment Plant Upgrades Phase I	328,311	328,311	328,311	328,311
Fairfax Wastewater Treatment Plant Upgrades Phase II	285,000	285,000	285,000	285,000
Falls Church Sewer Rehabilitation	400,000	400,000	400,000	400,000
<b>Total Sewer Utility</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>
<b>SEWER UTILITY SOURCES</b>				
"Pay as you go"	1,013,311	1,013,311	1,013,311	1,013,311
<b>Total Sources</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>

**AND BE IT FURTHER RESOLVED THAT:**

Staff is directed to conduct periodic reviews, coordinate with appropriate boards and commissions, report back to City Council, and ensure consideration along with financial policies.

Referral: 5-10-10  
Adoption: 5-24-10  
(TR10-19)

IN WITNESS WHEREOF, the foregoing was adopted by the City Council of the City of Falls Church, Virginia on May 24, 2010 as Resolution 2010-17.

Kathleen Clarken Buschow  
City Clerk

The City follows an established set of procedures for setting the annual budget for all City funds: This process is designed for maximum public input while adhering to the constraints and timelines established by the Section 6 of the City's charter and relevant State code.

- a. The Superintendent of Schools submits a proposed budget to the School Board in January. The School Board is required to act upon this proposal prior to the City Manager presenting his overall budget proposal. Section 6.02 of the City charter states that the School Board's request must be included in the City Manager's proposed budget as adopted by the Board.
- b. The Capital Improvement Program (CIP) is presented to the Planning Commission in Mid-January. The Planning Commission provides a recommended CIP to the City Manager who may make adjustments prior to inclusion of the CIP in the proposed budget. However, the CIP projects requested by the School Board must be included in the proposed budget as they were presented to the Planning Commission.
- c. On a date in March fixed by the Council, the City Manager submits proposed budgets for the general operation of the City government, the Water Fund, the Sewer Fund and the Five-Year Capital Improvement Program (CIP) for the fiscal year commencing July 1. The budget presentation must include proposals for tax rates necessary to support the expenditure proposals. Tax rates are adopted as a separate ordinance.
- d. At least two public hearings are required to obtain citizen comments. It has been the City's practice to hold three public hearings, including one at the meeting where the budget is to be adopted. Beginning with the FY2010 budget process, the City has also scheduled "town hall" meetings for greater citizen input.
- e. The operating budget and the CIP are enacted through passage of an appropriation ordinance. If, for any reason, the Council fails to adopt the appropriation ordinance prior to July 1, the previous fiscal year's budget remains in effect on a month-to-month basis until the Council adopts the budgets. The CIP must be adopted no later than 28 days after the adoption of the annual budget. As a general rule the operating budget and the CIP are adopted at the same time with the same ordinance. However, for FY2011, the City Council adopted the CIP at a meeting subsequent to the adoption of the annual budget.
- f. The appropriation action of the Council on the school budget relates to the total budget only; the School Board has the authority to expend at its discretion the sum appropriated for its use. The School Board has the power to authorize transfers from one item of appropriation to another during the course of the fiscal year provided the total appropriation is not exceeded.

Budgets for all funds are adopted by the City Council on an annual basis consistent with the modified-cash basis of Generally Accepted Accounting Principles as used in the City's Comprehensive Annual Financial Report (CAFR). Debt issuance and payments are appropriated using the cash basis, as is the purchase of capital items. Only payments of capital leases are "subject to appropriation".

Formal budgetary integration is employed as a management control device during the year. The appropriation ordinance places legal restrictions on expenditures at the fund level. During the course of the fiscal year, the Council may revise the appropriation for each fund through an ordinance. The Council may also revise the appropriations for each department through a resolution as long as the overall level of expenditure remains unchanged. The City Manager is authorized to transfer unencumbered balances within departments.

The following calendar was followed for the FY2011 budget process:

---

**2009**

---

Monday, Nov 30	City Council and School Board budget planning session
Wednesday, Dec 9	Disseminate budget guidance and worksheets to all Department General Managers, Division Directors, and Constitutional Officers; General Government All-hands meeting
Friday, Dec 11	City Council/School Board liaison meeting

---

**2010**

---

Friday, Jan 8	Departmental Lines of Service Forms and Preliminary Budget worksheets due to City Manager
Tuesday, Jan 12	School Superintendent presents budget recommendations to School Board
Tuesday, Jan 19	Presentation of the CIP 5-year plan to the Planning Commission by the Assistant City Manager
Saturday, Jan 23	School Board Budget work session
Tuesday, Feb 16	Adoption of the CIP 5-year plan by the Planning Commission
Tuesday, Jan 26	School Board Budget public hearing #1
Monday, Feb 1	Planning Commission work session on CIP
Saturday, Feb 6	School Board work session
Tuesday, Feb 9	School Board Budget public hearing #2
Saturday, Feb 13	Public Input session on budget options; School Board work session
Tuesday, Feb 16	Planning Commission adopts CIP recommendations; School Board work session and public hearing #3
Thursday, Feb 18	Public Input session on budget options
Tuesday, Feb 23	School Board work session
Tuesday, Mar 2	School Board work session and adoption of the School Board Budget
Monday, Mar 8	Presentation of the Proposed Budget by the City Manager to the City Council
Thursday, Mar 11	Council work session w/ School Board and Planning Commission: Financial Condition; first advertisement of tax rates
Monday, Mar 15	Council work session for the General Government Budget
Thursday, Mar 18	Council work session for the General Government Budget; second advertisement of tax rates
Saturday, Mar 20	Town Hall Meeting – General Government and Schools

Monday, Mar 22	First Reading of Budget and First Public Hearing
Thursday, Mar 25	Council work session for the Schools and General Government Budgets
Thursday, April 1	Council work session for the General Government Budget
Monday, April 5	Council work session for the Schools and General Government Budgets
Thursday, April 8	Council work session for the General Government Budget
Saturday, April 10	Town Hall Meeting – primarily General Government
Monday, April 12	Second Public Hearing on the Budget
Thursday, April 15	Council work session for the General Government Budget (if needed)
Monday, April 19	Council work session – budget wrap up
Monday, April 26	Third Public Hearing and Adoption of Budget
Monday, May 3	Council work session – FY2011-FY2015 CIP
Thursday, May 13	Council work session – FY2011-FY2015 CIP
Monday, May 10	First Public Hearing and First Reading of FY2011-FY2015 CIP
Monday, May 24	Second Public Hearing, Second Reading and Adoption of FY2011-FY2015 CIP

**GENERAL FUND**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Taxes	\$ 49,215,712	\$ 53,534,537	\$ 53,557,463	0.04%
Licenses and Permits	322,640	344,483	382,410	11.01%
Grants & Contributions	5,395,185	4,680,493	3,941,441	-15.79%
Charges for Services	3,776,238	4,311,542	4,264,084	-1.10%
Fines and Forfeitures	481,318	1,210,500	877,250	-27.53%
Revenue from Property and Money	76,788	269,200	118,200	-56.09%
Miscellaneous	256,182	185,650	899,500	384.51%
Interfund Transfers	2,361,911	2,212,411	-	-100.00%
Other Financing Sources	-	6,338,570	-	-100.00%
<b>Total General Fund Revenues</b>	<b>\$ 61,885,974</b>	<b>\$ 73,087,386</b>	<b>\$ 64,040,348</b>	<b>-12.38%</b>
<b>Expenditures</b>				
Legislative				
City Council	\$ 111,880	\$ 101,850	\$ 101,611	-0.23%
City Clerk	193,348	186,306	209,887	12.66%
City Attorney	354,066	324,673	345,900	6.54%
Boards and Commissions	1,486	1,000	-	-100.00%
Total Legislative	660,780	613,829	657,398	7.10%
Executive				
City Manager	556,438	491,997	476,749	-3.10%
Communications	307,729	358,250	313,308	-12.54%
Human Resources	497,419	462,325	330,650	-28.48%
Risk Management	185,286	176,041	131,051	-25.56%
Information Technology	1,087,254	1,217,552	1,073,209	-11.86%
Economic Development	353,294	412,179	345,507	-16.18%
Total Executive	2,987,419	3,118,344	2,670,474	-14.36%
Department of Administrative Services				
Finance	841,847	856,926	800,074	-6.63%
Real Estate Assessment	318,072	324,592	336,032	3.52%
Total Department of Administrative Services	1,159,919	1,181,518	1,136,106	-3.84%
Commissioner of The Revenue	622,996	641,491	650,588	1.42%
City Treasurer	450,822	417,336	415,479	-0.44%
Property Relief Programs	-	81,575	83,400	2.24%
Registrar	237,916	247,761	226,842	-8.44%
Sheriff	657,929	763,915	654,479	-14.33%
Clerk of Court	27,015	28,931	28,931	0.00%
Department of Public Safety				
Police Chief	456,517	422,285	426,491	1.00%
Police - Red Light Program	67,502	488,869	187,581	-61.63%
Police Operations	2,390,067	2,408,441	2,457,417	2.03%
Police Services	1,357,903	1,374,989	1,368,948	-0.44%
Police Dispatch	438,284	450,064	405,887	-9.82%
Animal Control	90,315	91,080	31,584	-65.32%
Emergency Operations	175,424	192,394	86,136	-55.23%
Fire Services - Arlington FD	1,665,976	1,927,118	1,793,467	-6.94%
Fire Marshall Services	-	-	43,561	-
Fire Services - Falls Church VFD	163,102	302,924	350,400	15.67%

**GENERAL FUND – CONTINUED**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures - Continued				
Adult Corrections	527,648	442,202	479,024	8.33%
Total Department of Public Safety	7,332,739	8,100,366	7,630,496	-5.80%
Department of Environmental Services				
Public Works Administration	622,945	783,824	682,744	-12.90%
Solid Waste & Recycling	901,330	927,234	797,755	-13.96%
Highways, Streets, & Sidewalks	1,377,440	1,376,481	1,215,491	-11.70%
Stormwater Sewer	376,478	600,247	410,342	-31.64%
Snow & Ice Removal	106,039	143,992	148,181	2.91%
Traffic Sign Maintenance	342,380	368,000	360,519	-2.03%
Street Cleaning	65,000	65,000	36,667	-43.59%
Leaf Collection	139,365	172,042	180,471	4.90%
General Services	534,359	665,534	722,043	8.49%
Fleet Maintenance	673,827	646,394	467,137	-27.73%
Urban Forestry	651,164	711,087	581,120	-18.28%
Total Department of Environmental Services	5,790,327	6,459,835	5,602,470	-13.27%
Department of Community Services				
Court Services	375,785	399,403	397,915	-0.37%
Detention Programs	402,614	468,720	527,496	12.54%
Aurora House	638,678	724,684	729,738	0.70%
Judicial Services	135,631	132,603	136,539	2.97%
Housing and Human Services	808,542	697,374	543,608	-22.05%
Public Assistance Programs	741,008	1,014,012	795,754	-21.52%
Community Services Board	644,647	593,720	593,720	0.00%
Health Department	176,981	194,100	200,200	3.14%
Parks and Recreation	992,664	907,849	857,136	-5.59%
Parks Maintenance	339,387	359,027	306,073	-14.75%
Recreation Programs & Special Events	1,163,758	1,257,168	1,203,752	-4.25%
Athletic Programs	258,573	249,007	249,560	0.22%
Library	1,944,686	1,952,613	1,807,552	-7.43%
Total Department of Community Services	8,622,954	8,950,280	8,349,043	-6.72%
Department of Development Services				
Planning	701,362	746,150	657,612	-11.87%
Zoning	267,988	263,055	187,300	-28.80%
Building Safety	402,213	426,980	445,932	4.44%
Total Department of Development Services	1,371,563	1,436,185	1,290,844	-10.12%
Community College Programs	32,090	12,295	15,295	24.40%
Post-Retirement Benefits	112,052	125,520	(48,067)	-138.29%
Capital Purchases - Non-departmental	840,268	-	-	-
WMATA and GEORGE Payments	606,897	5,000	38,000	660.00%
Debt Service	5,456,307	5,150,380	5,101,220	-0.95%
Transfers to CIP	2,288,480	6,113,000	318,250	-94.79%
Transfers to Schools	29,746,392	29,624,825	27,861,600	-5.95%
Reserves	840,268	15,000	1,357,500	8950.00%
<b>Total General Fund Expenditures</b>	<b>\$ 69,845,133</b>	<b>\$ 73,087,386</b>	<b>\$ 64,040,348</b>	<b>-12.38%</b>

**CAPITAL IMPROVEMENT PROGRAM (CIP) FUND – GENERAL GOVERNMENT**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from General Fund	\$ 4,100,000	\$ 113,000	\$ 318,250	181.64%
Grants	788,311	2,223,846	1,140,000	-48.74%
<b>Total CIP Fund Revenues - General Fund &amp; School Board</b>	<b>\$ 4,888,311</b>	<b>\$ 2,336,846</b>	<b>\$ 1,458,250</b>	<b>-37.60%</b>
<b>Expenditures</b>				
Administrative Services	\$ 162,000	\$ -	\$ -	-
Public Works	534,763	-	1,038,250	-
Transportation	150,721	2,336,846	420,000	-82.03%
Recreation and Parks	182,233	-	-	-
Library	25,800	-	-	-
Schools	497,867	-	-	-
<b>Total CIP Fund Revenues - General Fund &amp; School Board</b>	<b>\$ 1,553,384</b>	<b>\$ 2,336,846</b>	<b>\$ 1,458,250</b>	<b>-37.60%</b>

**AFFORDABLE DWELLING UNIT (ADU) FUND**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Revenue from Use of Money and Property	\$ 6,640	\$ -	\$ -	-
Developer Contributions	150,000	-	-	-
Use of Fund Balance	-	537,800	540,000	0.41%
<b>Total ADU Fund Revenues</b>	<b>\$ 156,640</b>	<b>\$ 537,800</b>	<b>\$ 540,000</b>	<b>0.41%</b>
<b>Expenditures</b>				
Affordable dwelling expenditures	\$ -	\$ 537,800	\$ 540,000	0.41%
<b>Total ADU Fund Expenditures</b>	<b>\$ -</b>	<b>\$ 537,800</b>	<b>\$ 540,000</b>	<b>0.41%</b>

NOTE: In the budget ordinance, the entire fund balance of the Affordable Dwelling Unit Fund as of June 30, 2010 is appropriated for expenditures for FY2011. The amounts shown above are estimates of that fund balance.

**WATER FUND**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Charges for Services	\$ 21,366,915	\$ 20,558,106	\$ 20,565,663	0.04%
Grants and Contributions	233,178	-	-	-
Revenue from Use of Property and Money	435,303	300,000	315,000	5.00%
Miscellaneous	18,303	6,000	6,000	0.00%
Other Financing Sources	-	3,650,000	5,250,000	43.84%
<b>Total Water Fund Revenues</b>	<b>\$ 22,053,699</b>	<b>\$ 24,514,106</b>	<b>\$ 26,136,663</b>	<b>6.62%</b>
<b>Expenditures</b>				
Water Administration	\$ 5,811,923	\$ 3,541,749	\$ 2,939,875	-16.99%
Water Customer Service	1,123,754	1,347,248	1,290,518	-4.21%
Source of Supply	6,277,072	9,171,349	9,823,167	7.11%
Water Distribution	(245,712)	2,251,164	2,447,550	8.72%
Connection	551,577	643,695	682,010	5.95%
Debt Service	550,564	1,685,759	1,689,101	0.20%
Other Post-Employment Benefits	42,880	49,057	52,700	7.43%
Transfers to General Fund	2,254,041	2,212,411	-	-100.00%
Transfers to CIP	575,000	3,650,000	5,250,000	43.84%
<b>Total Water Fund Expenditures</b>	<b>\$ 16,941,097</b>	<b>\$ 24,552,432</b>	<b>\$ 24,174,920</b>	<b>-1.54%</b>

**CAPITAL IMPROVEMENTS PROGRAM (CIP) FUND - WATER UTILITY**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from Water Fund - Bond Proceeds	\$ -	\$ 3,575,000	\$ 4,350,000	21.68%
Transfer from Water Fund - Use of Fund Balance	575,000	75,000	900,000	1100.00%
<b>Total CIP Fund Revenues - Water Utility</b>	<b>\$ 575,000</b>	<b>\$ 3,650,000</b>	<b>\$ 5,250,000</b>	<b>43.84%</b>
<b>Expenditures</b>				
Capital improvements	\$ 4,412,976	\$ 3,650,000	\$ 5,250,000	43.84%
<b>Total CIP Fund Expenditures - Water Utility</b>	<b>\$ 4,412,976</b>	<b>\$ 3,650,000</b>	<b>\$ 5,250,000</b>	<b>43.84%</b>

**SEWER FUND**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Charges for Services	\$ 2,755,257	\$ 2,420,000	\$ 2,420,000	0.00%
Grants and Contributions	3,477	100,000	-	-100.00%
Revenue from Use of Property and Money	109,340	50,000	50,000	0.00%
Miscellaneous	60	-	-	-
Other Financing Sources	-	763,311	763,311	0.00%
<b>Total Sewer Fund Revenues</b>	<b>\$ 2,868,134</b>	<b>\$ 3,333,311</b>	<b>\$ 3,233,311</b>	<b>-3.00%</b>
<b>Expenditures</b>				
Sewer Administration	\$ 322,314	\$ 342,475	\$ 236,200	-31.03%
Sewer Customer Service	52,420	59,219	53,906	-8.97%
Collection and Disposal	902,550	1,570,796	1,568,329	-0.16%
Debt Service	111,369	559,945	520,118	-7.11%
Other Post-Employment Benefits	2,961	3,243	3,300	1.76%
Transfers to CIP	788,311	763,311	763,311	0.00%
<b>Total Sewer Fund Expenditures</b>	<b>\$ 2,179,925</b>	<b>\$ 3,298,989</b>	<b>\$ 3,145,163</b>	<b>-4.66%</b>

**CAPITAL IMPROVEMENTS PROGRAM (CIP) FUND – SEWER UTILITY**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from Sewer Fund - Bond Proceeds	\$ 4,100,000	\$ -	\$ -	-
Transfer from Sewer Fund - Use of Fund Balance	788,311	763,311	763,311	0.00%
<b>Total CIP Fund Revenues - Sewer Utility</b>	<b>\$ 4,888,311</b>	<b>\$ 763,311</b>	<b>\$ 763,311</b>	<b>0.00%</b>
<b>Expenditures</b>				
Capital improvements	\$ 3,239,067	\$ 763,311	\$ 763,311	0.00%
<b>Total CIP Fund Expenditures - Sewer Utility</b>	<b>\$ 3,239,067</b>	<b>\$ 763,311</b>	<b>\$ 763,311</b>	<b>0.00%</b>

**SCHOOL BOARD – OPERATING FUND**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from City	\$ 29,161,122	\$ 29,136,275	\$ 27,435,800	-5.84%
State Grants	3,381,185	3,191,700	2,689,400	-15.74%
Sales Tax	1,731,581	2,065,300	1,934,800	-6.32%
Federal Grants	512,693	631,300	747,690	18.44%
Other	621,291	758,000	719,500	-5.08%
Use of Fund Balance	-	1,100,000	1,100,000	0.00%
<b>Total School Board Operating Fund Revenue</b>	<b>\$ 35,407,872</b>	<b>\$ 36,882,575</b>	<b>\$ 34,627,190</b>	<b>-6.12%</b>
<b>Expenditures</b>				
Education	\$ 35,484,090	\$ 36,882,575	\$ 34,627,190	-6.12%
<b>Total School Board Operating Fund Expenditures</b>	<b>\$ 35,484,090</b>	<b>\$ 36,882,575</b>	<b>\$ 34,627,190</b>	<b>-6.12%</b>

**SCHOOL BOARD – COMMUNITY SERVICES FUND**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
User Fees	\$ 895,439	\$ 1,175,750	\$ 1,184,600	0.75%
Transfer from City	477,400	488,550	425,800	-12.84%
Other	111,667	88,000	79,500	-9.66%
Use of Fund Balance	-	175,500	171,500	-2.28%
<b>Total School Board Community Service Fund Revenue</b>	<b>\$ 1,484,506</b>	<b>\$ 1,927,800</b>	<b>\$ 1,861,400</b>	<b>-3.44%</b>
<b>Expenditures</b>				
Community Services Expenditures	\$ 1,664,101	\$ 1,927,800	\$ 1,861,400	-3.44%
<b>Total School Board Community Service Fund Expenditures</b>	<b>\$ 1,664,101</b>	<b>\$ 1,927,800</b>	<b>\$ 1,861,400</b>	<b>-3.44%</b>

**SCHOOL BOARD – FOOD SERVICES FUND**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
User Fees	\$ 681,496	\$ 711,100	\$ 712,900	0.25%
State and Federal Funds	117,276	123,600	121,100	-2.02%
Other	3,516	8,800	9,000	2.27%
Use of Fund Balance		100,000	91,500	-8.50%
<b>Total School Board Food Service Fund Revenue</b>	<b>\$ 802,288</b>	<b>\$ 943,500</b>	<b>\$ 934,500</b>	<b>-0.95%</b>
<b>Expenditures</b>				
Food Service	\$ 733,666	\$ 943,500	\$ 934,500	-0.95%
<b>Total School Board Food Service Fund Expenditures</b>	<b>\$ 733,666</b>	<b>\$ 943,500</b>	<b>\$ 934,500</b>	<b>-0.95%</b>

The following are the proposed permanent positions in full-time equivalency (FTE).

	<b>FY2009 Adopted</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>
<b>General Fund</b>			
<u>Legislative</u>			
City Clerk	2.00	2.00	2.00
City Attorney	2.25	2.25	2.25
<u>Executive</u>			
City Manager	4.00	3.00	3.00
Office of Communications	3.00	3.00	3.00
Human Resources	2.88	2.88	2.05
Risk Management	0.75	0.75	0.45
Economic Development	3.00	3.00	2.00
Information Technology	1.00	1.00	1.00
<u>Department of Administrative Services</u>			
Finance	7.00	7.00	6.67
Real Estate Assessment	3.00	3.00	3.00
Voter Registration and Electoral Board	2.00	2.00	1.50
Commissioner of The Revenue	7.00	7.00	7.00
Treasurer	4.00	4.00	4.00
Sheriff	5.38	5.38	5.38
<u>Department of Public Safety</u>			
Police Administration	2.50	2.50	2.50
Police Red Light Program	0.50	0.50	0.50
Police Operations	24.75	22.75	22.75
Police Services	12.35	13.20	12.70
Dispatch	6.00	6.00	6.00
Animal Control	1.00	1.00	-
Emergency Management	2.00	1.00	0.50
Fire Marshall	-	-	0.50
<u>Department of Environmental Services</u>			
Public Works Administration	8.08	6.75	6.00
Highways, Streets, and Sidewalks	12.50	12.50	12.80
Storm Water System	1.50	2.50	1.20
Refuse Collection	7.00	6.00	-
Recycling	1.00	1.00	1.00
Fleet Maintenance	4.00	4.00	4.00
Urban Forestry	5.00	5.00	4.00
<u>Department of Community Services</u>			
Aurora House	7.88	7.88	7.88
Court Services	3.75	3.75	3.75
Housing and Human Services Administration	8.85	7.85	5.80
Parks and Recreation Administration	7.40	7.40	6.80
Parks Maintenance	3.00	3.00	3.00
Special and Cultural Events	5.00	5.00	5.00
Athletic Programs	1.00	1.00	1.00
Library	19.95	19.95	18.75
<u>Department of Developmental Services</u>			
Planning	5.81	5.81	7.81
Zoning	3.00	3.00	2.00
Building Inspections	4.50	4.50	3.00
<b>Total General Fund</b>	<b>205.57</b>	<b>200.09</b>	<b>182.53</b>

	<b>FY2009 Adopted</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>
<b>Water Fund</b>			
Administration	9.02	10.40	10.35
Customer Service	14.25	14.25	13.63
Source of Supply	9.00	9.00	10.00
Distribution	15.00	15.00	18.00
Connection	5.00	5.00	5.00
<b>Total Water Fund</b>	<b>52.27</b>	<b>53.65</b>	<b>56.98</b>
<b>Sewer Fund</b>			
Administration	0.40	0.35	0.40
Customer Service	0.75	0.75	0.70
Collection and Disposal	3.00	3.00	3.00
<b>Total Sewer Fund</b>	<b>4.15</b>	<b>4.10</b>	<b>4.10</b>

	RATE	PER
<b>Property Taxes</b> <i>(Rates Effective January 1, 2010)</i>		
Real Estate	\$1.24	\$100
Personal Property	\$4.71	\$100
Local Sales & Use Tax	1%	total sale
<b>Consumer's Utility Taxes</b>		
Residential telephone	10.00%	first \$50 of bill
Commercial telephone	20.00%	first \$50 of bill
Water & Sewer, residential	10.00%	first \$50 of bill
Water & Sewer, multi unit	8.00%	monthly bill
Water & sewer, commercial	8.00%	monthly bill
Electric, residential	\$0.70 + \$0.007575 not to exceed \$5.00	kWh
Electric, commercial	\$0.92 + \$0.004807	kWh
Natural gas, single unit residential	\$0.70 + \$0.0039	CCF
Natural gas, multi-unit residential	\$1.016 + \$0.01759	CCF
Natural gas, commercial	\$0.676 + \$0.04098	CCF
Natural gas, industrial	\$0.676 + \$0.098	CCF
Cigarette Taxes	\$0.75	pack
Admission & Amusement Tax - Bowling	\$0.05	admission
Transient Occupancy Tax	5.00%	total bill
Restaurant Food Tax	4.00%	total bill
<b>Gross Receipts Business Taxes</b> <i>(Minimum fee of \$30 on gross receipts over \$10,000 up to \$50,000)</i>		
Contracting Services	\$0.16	\$100
Retail Sales	\$0.19	\$100
Professional Services	\$0.52	\$100
Repair & Personal Service	\$0.36	\$100
Wholesale	\$0.08	\$100
Rental Owner - Commercial	\$0.52	\$100
Rental Owner - Residential	\$0.38	\$100
Public Utilities	\$0.50	\$100
Specialized Occupations	\$0.36	\$100
Wholesale sales	\$0.08	\$100
Alcoholic Beverages	\$50-\$1,500	year
<b>Other Taxes</b>		
Short Term Rental Tax	1.00%	gross rentals
<b>Vehicle License</b>		
Automobile	\$25.00	vehicle
Motorcycle	\$24.00	vehicle
Vehicles in excess of 6,500 Lbs	\$28-\$44	vehicle
Taxis & limousines	\$24.00	vehicle
Commercial vehicles	\$28-\$44	vehicle

While the budget process concentrates on activities for the upcoming year, it is necessary to understand where FY2011 fits into the larger picture of both the past and the future. Each budget should be thought of both as a culmination of prior years' activity and as a basis for building future budgets.

The table below provides a five-year picture using actual data for FY2007, FY2008 and FY2009 and projected for FY2010 and FY2011.

	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010 (Projected)</b>	<b>FY2011 (Adopted Budget)</b>
Revenues	\$ 58,958,294	\$ 61,545,427	\$ 59,374,065	\$ 61,860,367	\$ 64,040,348
Expenditures	60,517,958	66,031,103	66,654,116	64,921,641	62,740,348
Other Financing Sources/(Uses)	(323,704)	1,109,050	115,561	4,671,732	(318,250)
Net	(1,883,368)	(3,376,626)	(7,164,490)	1,610,458	981,750
Beginning Fund Balance	16,585,322	14,701,954	11,325,328	4,160,838	5,771,296
Ending Fund Balance	<u>\$ 14,701,954</u>	<u>\$ 11,325,328</u>	<u>\$ 4,160,838</u>	<u>\$ 5,771,296</u>	<u>\$ 6,753,046</u>
Undesignated Fund Balance	\$ 12,666,003	\$ 8,632,801	\$ 2,894,988	\$ 4,505,446	\$ 5,487,196

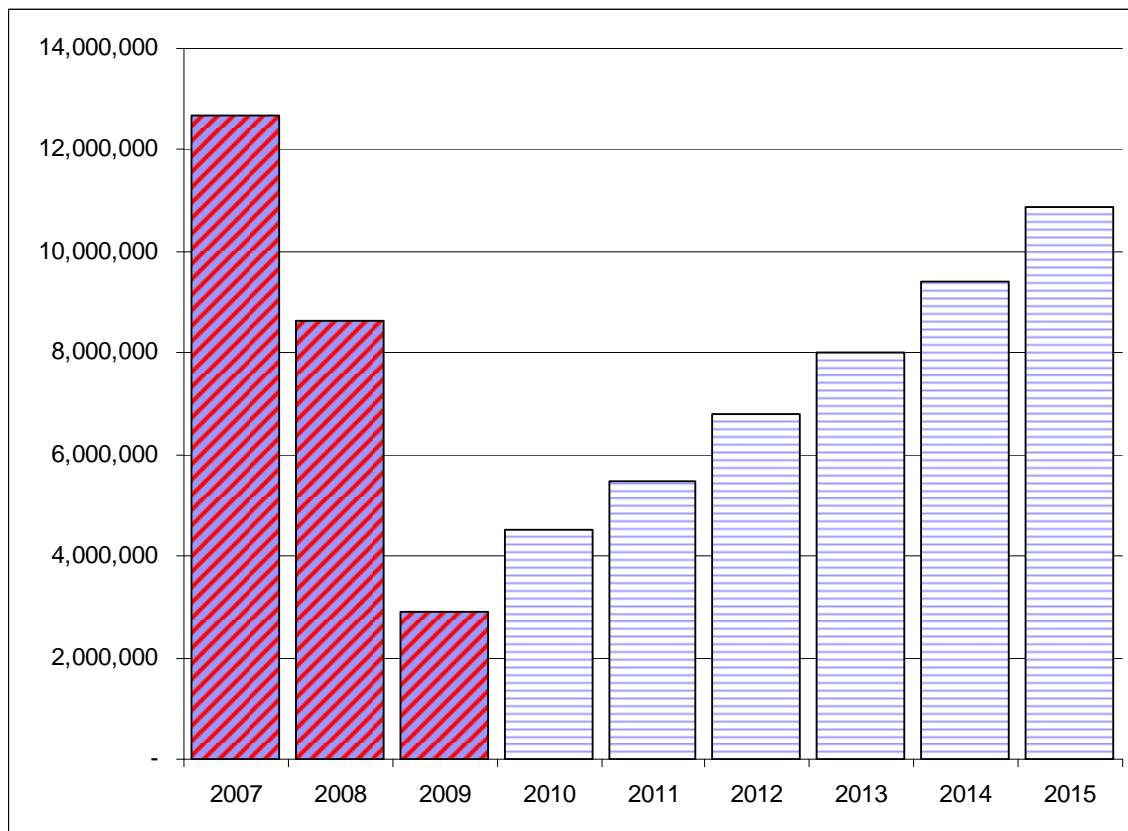
The declines in fund balance during FY2007 and FY2008 were as a result of planned use of fund balance for pay-as-you-go financing of capital projects. The sudden economic downturn beginning in FY2008 coupled with the unexpected correction in sales tax situs in FY2009 and elimination of the return on investment from the water fund in FY2010 has caused a serious draw down on fund balance. In order to begin the fund balance restoration process, in May 2010 the City Council approved the defunding of \$4.67 million of capital projects. The City has budgeted to regain the 8% minimum undesignated fund balance by the end of FY2011 with a fund balance of 8.6% of revenues.

As part of the planning process for the City's Capital Improvement Program (CIP), a five year financial projection is prepared to ensure the Program does not result in either debt service that exceeds the City's financial policies or expenditures that will result in a fund balance below the policy minimum. The table below is a summary of the financial projection for FY2011 through FY2015.

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Revenues	\$ 64,040,348	\$ 65,961,558	\$ 67,940,405	\$ 69,978,617	\$ 72,077,976
Expenditures	62,740,348	64,642,327	66,581,597	68,579,045	70,636,416
Other Financing Sources/(Uses)	(318,250)	-	(144,700)	-	-
Net	981,750	1,319,231	1,214,108	1,399,572	1,441,560
Beginning Fund Balance	6,753,046	7,734,796	9,054,027	10,268,135	11,667,707
Ending Fund Balance	<u>\$ 7,734,796</u>	<u>\$ 9,054,027</u>	<u>\$ 10,268,135</u>	<u>\$ 11,667,707</u>	<u>\$ 13,109,267</u>
Undesignated Fund Balance	\$ 5,487,196	\$ 6,806,427	\$ 8,020,535	\$ 9,420,108	\$ 10,861,667

For planning purposes, both revenue and expenditures are assumed to increase at 3% per year, and an amount equivalent to 2% of revenues will be designated for fund balance restoration and pay-as-you-go capital expenditures.

The graph below shows the changes in fund balance, actual for FY2007 through FY2009 and projected through FY2015:



The restoration of the City's fund balance is both a matter of compliance with policy and an expressed priority of the City Council. The restoration will be accomplished through the defunding of certain capital projects in FY2010, sale of surplus real estate in FY2011 and devoting two cents on the real estate tax for FY2011. The asset sale and tax support will result in an addition of \$1.3 million to fund balance by the end of FY2011.

The fund balance restoration in the CIP projections is predicated on two percent of revenues being devoted to fund balance and pay-as-you go capital expenditures for FY2012 through FY2014. By the end of FY2014 the undesignated fund balance will exceed the 12% of revenue target with the balance projected to be 13.5% of revenues. The additional two cents is assumed to be included in the FY2015 budget as an addition to fund balance, however it is reserved for possible pay-as-you-go capital expenditure instead.

A more extensive table outlining projected financial activity and compliance with financial policies is included in the Capital Improvements Program section of this document on page 201.

The City issues general obligation debt to fund the acquisition of assets such as land or buildings or to fund major renovations, expansions or improvements to existing facilities. The outstanding principal balances for the City's general obligation debt at June 30 each fiscal year are as follows:

	<b>FY2010</b>	<b>FY2011</b>
Schools	\$28,222,135	\$25,912,054
Other General Fund	7,536,106	6,060,277
Water	11,390,000	10,645,000
Sewer	6,959,769	6,660,436
<b>Total</b>	<b>\$54,108,010</b>	<b>\$49,277,767</b>

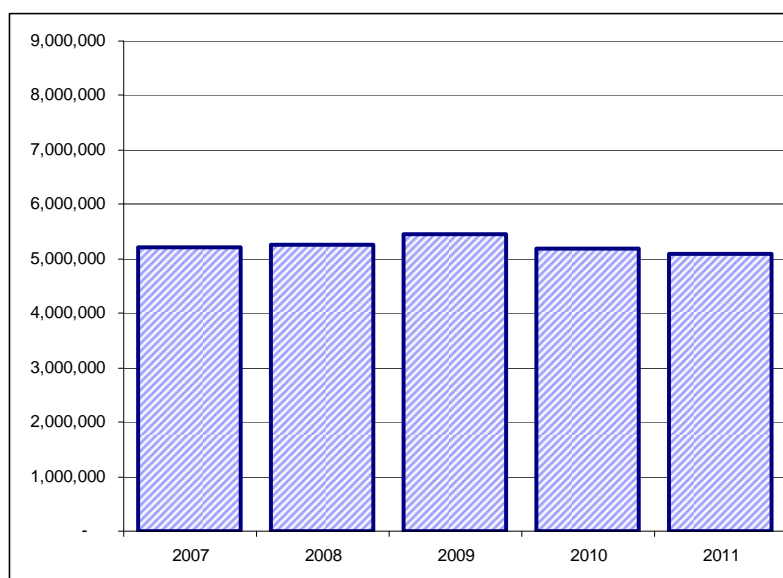
Virginia school divisions cannot issue their own debt; therefore both the liabilities and the debt service payments for debt issued for School purposes are budgeted and accounted for in the General Fund. Debt for water or sewer projects is issued as general obligation in order to realize favorable borrowing terms, however the liabilities and debt service are budgeted and accounted for in the respective enterprise funds.

The following table shows the allocation of debt service for FY2011 in the General Fund between General Government projects and School Division projects:

Function	Amount	Percent
School	\$ 3,464,702	68.1%
General Government	1,620,518	31.9%
<b>Total</b>	<b>\$ 5,085,220</b>	

Section II (A) (2) of the City's financial policies states that: "debt service expenditures for all General Fund supported debt shall not exceed twelve percent (12%) of total General Fund expenditures." Debt service for FY2011 is budgeted to be 7.9% of total expenditures or 8.1% of expenditures less fund balance restoration.

The City's debt service payments, both principal and interest, over five years (including FY2010 and FY2011 budget) are:

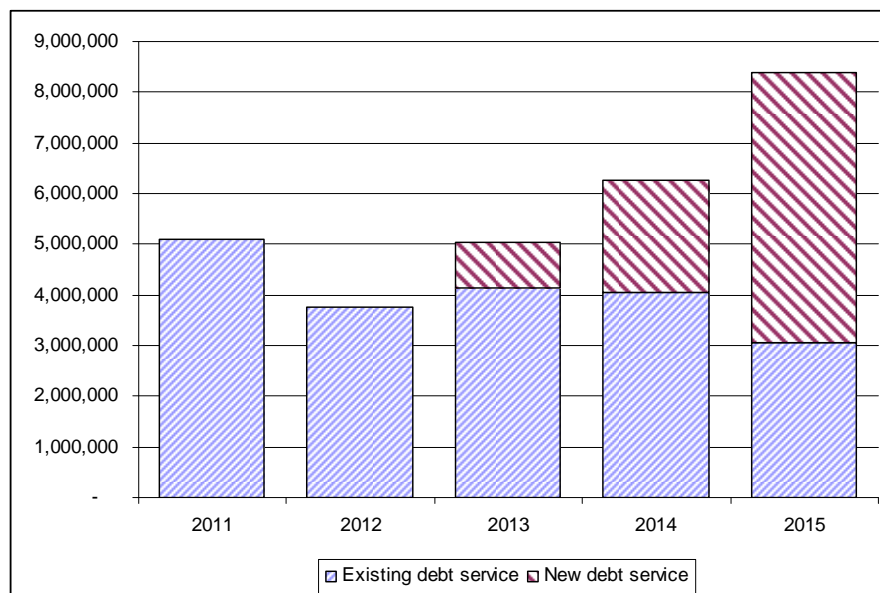


The City last issued General Fund supported debt in FY2008 and no General Fund supported debt is anticipated to be issued in FY2011.

Section II (A) (6) of the City's financial policies states that: "At least 25% of total debt will be repaid within five years and at least 50% of total debt within ten years." By adhering to this policy the City avoids large fluctuations in debt service or future budgetary challenges associated with back-loading of principal payments. At June 30, 2010 the debt repayment schedule for General Fund supported debt will be:

Fiscal Years	Principal Amount	Percent
2011-2015	\$ 14,281,574	39.9%
2016-2020	10,991,667	30.7%
2021-2025	10,295,000	28.8%
2026-2030	190,000	0.5%
<b>Total Principal</b>	<b>\$ 35,758,241</b>	

The Five-Year Capital Improvement Program assumes the issuance of new debt in the amount of \$55,074,208 to fund projects for both the School Division and General Government. In addition, it is assumed that the City will issue previously authorized bonds to support the Wilden affordable housing project (\$2 million) and the City Center parking garage (\$6 million). The chart below shows projected debt service through FY2015, indicating the share attributable to existing debt and new debt:



Debt service is projected to be 11.8% of total expenditures in the General Fund by FY2015.

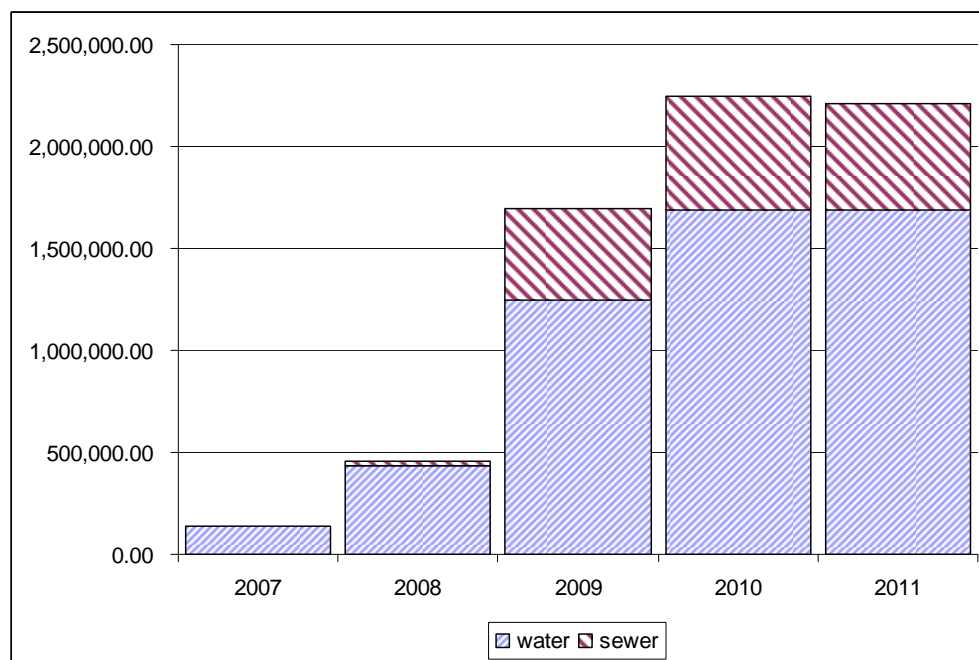
Both the City and the School Division have entered into capital lease agreements for the purchase of equipment and vehicles. A capital lease is a type of lease classified and accounted for by a lessee (the City) as a purchase and by the lessor (the vendor) as a sale or financing, if it meets any one of the following criteria: (a) the lessor transfers ownership to the lessee at the end of the lease term; (b) the lease contains an option to purchase the asset at a bargain price; (c) the lease term is equal to 75 percent or more of the estimated economic life of the property (exceptions for used property leased toward the end of its useful life); or (d) the present value of minimum lease rental payments is equal to 90 percent or more of the fair market value of the leased asset less related investment tax credits retained by the lessor. The future minimum lease payments as of the beginning of FY2011 are:

Fiscal Year	General Government	School Division
2011	\$ 9,177	\$ 57,738
2012	525	18,308
2013	-	20,664
2014	-	17,653
	<u>\$ 9,702</u>	<u>\$ 114,363</u>

A portion of the minimum lease payments is attributed to interest.

The City's financial policies allow for debt for projects related to the water or sewer enterprise funds to be issued only if sufficient revenues are anticipated to cover the debt service. Debt may be issued either as revenue bonds or general obligation bonds; it has been the City's practice to issue general obligation bonds in order to realize lower interest costs by pledging the City's full faith and credit.

Although debt issued for water and sewer projects has been issued as general obligation bonds, the liabilities are accounted for in the respective enterprise funds and the debt service expense is budgeted to be paid from the net revenues of the funds. Principal and interest payments from the enterprise funds for five years, including budgeted for FY2010 and FY2011 are:



The City has no enterprise fund debt that predates FY2006. Due to the requirement to fund improvements at the Washington Aqueduct and the Arlington wastewater treatment plant plus the need to position the water system to serve anticipated development in the service area the City has committed to debt-funding major projects. To fund the CIP for the water and sewer funds the City anticipates issuing \$31,400,000 in bonds over the next five years.

The City's financial policies applicable to the enterprise funds do not specify a target for debt repayment in order to preserve the greater degree of flexibility necessary for funding business-type activities. The debt repayment schedule for the City's enterprise funds as of June 30, 2010 is:

Fiscal Years	Water	Sewer	Total	Percent
2011-2015	\$ 3,840,000	\$ 1,595,674	\$ 5,435,674	29.6%
2016-2020	3,175,000	1,868,238	5,043,238	27.5%
2021-2025	2,615,000	2,187,521	4,802,521	26.2%
2026-2030	1,760,000	1,308,335	3,068,335	16.7%
	<u>\$ 11,390,000</u>	<u>\$ 6,959,768</u>	<u>\$ 18,349,768</u>	

More detail on planned debt issuance and the debt-funded projects can be found in the CIP section of this document beginning on page 193.

This page intentionally left blank.

**CITY OF FALLS CHURCH**  
**FY2011 ADOPTED BUDGET**  
**AND FIVE-YEAR CAPITAL**  
**IMPROVEMENTS PROGRAM**

**GENERAL  
FUND**

# FY2011 ADOPTED BUDGET

# GENERAL FUND REVENUES

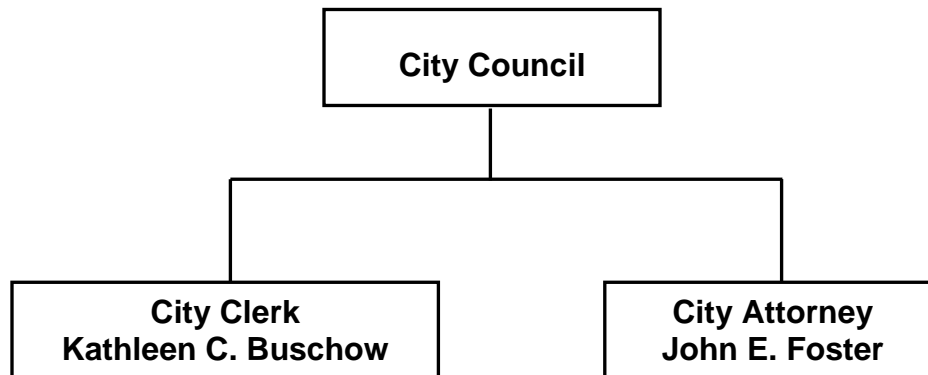
	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Real Estate Taxes	\$ 34,933,610	\$ 37,336,716	\$ 38,096,564	2.04%
Personal Property Taxes	3,522,687	3,389,223	3,360,100	-0.86%
Non-Assessed Property Taxes	169,885	125,000	160,000	28.00%
Local Sales and Use Taxes	2,042,219	3,875,000	3,160,000	-18.45%
Utility Tax	2,051,678	2,200,000	1,890,000	-14.09%
Cigarette Tax	443,093	470,000	486,000	3.40%
Meals Tax	2,119,312	2,422,400	2,422,400	0.00%
Other Sales and Use Taxes	288,002	260,000	273,668	5.26%
Gross Receipts Business Taxes	2,819,183	2,829,198	2,839,198	0.35%
Other Taxes	826,043	627,000	869,533	38.68%
<b>Total Taxes</b>	<b>49,215,712</b>	<b>53,534,537</b>	<b>53,557,463</b>	<b>0.04%</b>
Building and Inspection Fees	176,054	165,571	203,498	22.91%
Other Licenses, Fees & Permits	146,586	178,912	178,912	0.00%
<b>Total Licenses, Fees &amp; Permits</b>	<b>322,640</b>	<b>344,483</b>	<b>382,410</b>	<b>11.01%</b>
Grant Revenue - Federal	304,030	579,287	147,409	-74.55%
Other State CategoricalAid	765,466	791,708	650,547	-17.83%
State Non-Categorical	2,876,506	2,820,877	2,820,877	0.00%
State Categorical	371,444	362,229	322,608	-10.94%
Developer Contributions	1,033,968	126,392	-	-100.00%
Other Contributions	43,771	-	-	0.00%
<b>Total Grants &amp; Contributions</b>	<b>5,395,185</b>	<b>4,680,493</b>	<b>3,941,441</b>	<b>-15.79%</b>
Charges for Services - GenGovt	58,907	73,000	78,000	6.85%
Charges for Services - Judicial	91,468	96,792	96,792	0.00%
Charges for Services - Public Safety	848,175	772,962	777,692	0.61%
Charges for Services - Sanitation	40,104	37,000	37,000	0.00%
Charges for Services - HHS	110	10,100	10,100	0.00%
Charges for Services - Culture and Recreation	1,349,051	1,520,000	1,620,000	6.58%
Admin & Motor Pool Fees - Water Fund	171,968	522,015	231,000	-55.75%
Admin & Motor Pool Fees - Sewer Fund	13,793	47,173	32,000	-32.16%
Other Charges	1,202,662	1,231,500	1,365,500	10.88%
<b>Total Charges for Services</b>	<b>3,776,238</b>	<b>4,311,542</b>	<b>4,264,084</b>	<b>-1.10%</b>
Court Fines & Forfeitures	438,665	370,000	528,000	42.70%
Red Light Violations	-	750,000	281,250	-62.50%
Parking Fines	(6,800)	50,000	18,000	-64.00%
Library Fines	48,985	35,000	45,000	28.57%
Other	468	5,500	5,000	-9.09%
<b>Total Fines and Forfeitures</b>	<b>481,318</b>	<b>1,210,500</b>	<b>877,250</b>	<b>-27.53%</b>

# FY2011 ADOPTED BUDGET

# GENERAL FUND REVENUES

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Investment Revenues	48,187	214,000	-	-100.00%
Rental Income	28,601	55,200	118,200	114.13%
<b>Total Revenue from Use of Property and Money</b>	<b>76,788</b>	<b>269,200</b>	<b>118,200</b>	<b>-56.09%</b>
Dispositions and Sales	49,588	5,650	719,500	>100%
Recovered Costs	41,054	30,000	30,000	0.00%
Payments in Lieu of Taxes	150,000	150,000	150,000	0.00%
Other	15,540	-	-	-
<b>Total Miscellaneous</b>	<b>256,182</b>	<b>185,650</b>	<b>899,500</b>	<b>384.51%</b>
Transfer from Water Fund	2,254,041	2,212,411	-	-100.00%
Transfer from School Board	107,870	-	-	0.00%
<b>Total Interfund Transfers</b>	<b>2,361,911</b>	<b>2,212,411</b>	<b>-</b>	<b>-100.00%</b>
Proceeds from sale of bonds	-	6,095,000	-	-100.00%
Use of Fund Balance	-	243,570	-	-100.00%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>6,338,570</b>	<b>-</b>	<b>-100.00%</b>
<b>TOTAL REVENUES - GENERAL FUND</b>	<b>\$ 61,885,974</b>	<b>\$ 73,087,386</b>	<b>\$ 64,040,348</b>	<b>-12.38%</b>

## **GENERAL FUND EXPENDITURES**

**ORGANIZATIONAL CHART****MAYOR AND CITY COUNCIL**

Mayor Robin S. Gardner

Vice Mayor Hal Lippman

Council Member Nader Baroukh

Council Member Daniel Maller

Council Member David E. Snyder

Council Member Daniel X. Sze

Council Member Lawrence Webb

The City of Falls Church is governed by a seven-member City Council that elects its Mayor and Vice Mayor. The City Council establishes City policies; reviews and approves the City's annual operating and capital budgets; adopts ordinances; appropriates funds; approves rezoning and special exceptions to the zoning ordinance; and carries out other responsibilities set forth in the City Charter and State Code. The City Council also appoints members of boards and commissions and meets in regular session the second and fourth Monday of the month, and in work session on alternating Mondays.

**Activities:**

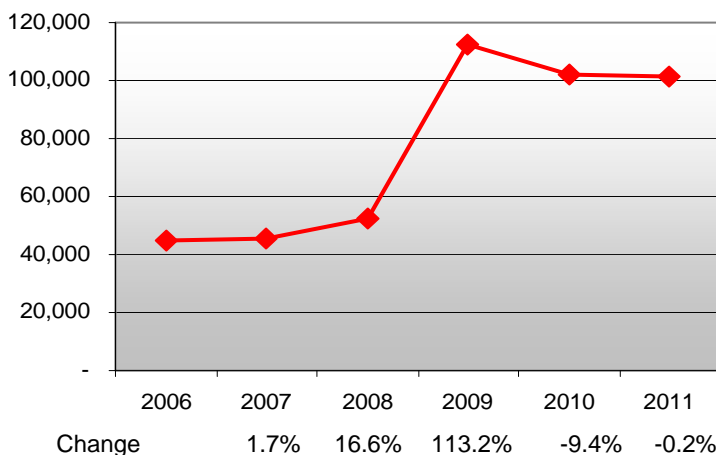
- Attend 22 regular meetings and 22 work sessions held annually, in addition to special meetings and work sessions.
- Travel to Richmond to lobby for legislation during the Virginia General Assembly sessions.
- Membership and participation in the Metropolitan Washington Council of Governments (COG) through service on various COG committees.
- Membership and participation in the Northern Virginia Regional Commission.
- Membership and participation in the Transportation Planning Board.
- Membership and participation in the Virginia Municipal League (VML), including attendance at both the VML Conference and Legislative Day.
- Serve as liaisons to boards and commissions (attend meetings and work with groups): CACT, HARB, FC Cable Access Corporation Board, EDA, Girls' Home Advisory Board, Historical Commission, Housing Commission, HSAC, Library Board of Trustees, Recreation & Parks Advisory Board, Environmental Services Commission, Senior Citizens Commission, Towing Board, and Tree Commission.
- Conduct an annual one-day Council retreat to plan Council objectives for the upcoming year.

Aside from the regular Council meetings, work sessions, and board and commission meetings the Mayor and Council Members attend in connection with City business, Council Members meet (individually or collectively) with constituent groups about various issues important to the City and in public forums. In the evenings and on the weekends, while at home, they respond to phone calls and mail from citizens. Council Members also work one-on-one with other jurisdictions for the betterment of the City on various issues.

The Mayor and Council Members are also invited to attend multiple civic and community events, including but not limited to: Cub Scouts Derby Day, Boy Scouts Annual Bike Ride; presentation of Eagle Scout badges; monthly Greater Falls Church Chamber of Commerce luncheons and annual Gala; Memorial Day Parade and Festival; Fall Festival; annual Falls Church Education Foundation fund raising event; the Hunger Tour hosted by the Capital Area Food Bank; monthly FIRSTfriday events; openings of new businesses in the city; Town Hall meetings with state and federal legislators; League of Women Voters events; regional Transportation meetings; events hosted by the Vietnamese community at the Eden Center; and events hosted by the Falls Church Housing Corporation.

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 58,200	\$ 65,000	\$ 65,000	0.00%
Benefits	4,452	4,973	4,973	-0.01%
Materials, Supplies, and Other	38,838	31,877	31,638	-0.75%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 111,880</b>	<b>\$ 101,850</b>	<b>\$ 101,611</b>	<b>-0.24%</b>

**ADOPTED BUDGET TREND: FY2006 – 2011**

**Notes:**

- The increase between FY2007 and FY2008 was due to increased costs related to the Northern Virginia Regional Commission (NVRC).
- The increase in FY2009 is mostly due to a salary increase for council members.
- Council's Special Activities budget was reduced by nearly 50% in FY2010.

**CITY CLERK**

To meet the Council's Vision of providing outstanding government and public outreach, the objective of the City Clerk's Office is to make local government more accessible to the public; to provide citizens with meaningful, relevant, and convenient ways to participate in local government; to provide a human link between the City Council and individual citizens; and to maintain the history of the City's governing body.

Annually, this office provides administrative support to the City Council by attending 22 regular City Council meetings and preparing the official minutes of each meeting. Prior to each City Council meeting, the City Clerk's

Office manages and coordinates the organization and collection of materials for the upcoming meeting and distributes such packages to Council and key staff. The City Clerk's Office also assists staff with writing staff reports and legislation to present to Council.


The City Clerk's Office supports the City Council Appointments Committee by advertising board and commission vacancies each month, collecting applications, and facilitating interviews to fill vacant positions. The City Clerk or Deputy swears in newly appointed board and commission members and also serves as staff liaison for the Historical Commission. The City Clerk's Office organizes and facilitates an annual board and commission discussion of issues for Council consideration. The City Clerk's Office has a visible presence at the Memorial Day Parade and Fall Festival to encourage citizen participation in boards and commissions and to provide information in that regard.

This office updates the City Code by coordinating delivery of new ordinances passed by the City Council to the Municipal Code Corporation for quarterly updates of the Code on the Web. The City Clerk also facilitates the publication of an annual Code Supplement and distributes them to appropriate City departments. In 2009 the City Clerk's Office has oversaw recodification of the City Code in conjunction with the City Attorney.

The City Clerk's Office actively reaches out to the citizenry to assure that the community is engaged in decisions affecting the City's well-being and sustainability. Citizens receive accurate and timely information and have every opportunity to be heard and participate in the deliberative process through regular notifications of upcoming meetings, copies of documents supporting proposed legislation, and follow-up reports on Council actions via the internet. The City Clerk's Office drafts, tracks, and makes available to City Council, City staff, board and commission members, and citizens staff reports and related documents for approximately 75 new pieces of legislation each year via the city website or an e-mail distribution list. The office also notifies the community of City Council activities by preparing and posting approximately 90 notices of public meetings. Notices concerning legislation are regularly prepared and distributed to the local publication of record -- in accordance with state law - - and copies are maintained by the City Clerk's Office. In late 2009, City Council Meetings and work sessions began to be posted on the city website through a new video streaming program. This program allows citizens to view City Council meetings on their computer in real time or they may view the meeting later, at their convenience. With this new program, citizens can select the portion of the meeting they wish to view, click on that portion of the agenda and immediately go to that portion of the video. Additionally, relevant staff reports are immediately available to the public by clicking on the link in the agenda. Work sessions are uploaded within 24-48 hours after the meeting for viewing because there is no direct cable feed during those meetings.

The City Clerk's Office receives, opens, copies, and distributes approximately 1,500 pieces of mail to the Mayor and City Council annually, and maintains the official calendar for all of the Mayor and Council's upcoming events. In addition, the City Clerk swears in approximately 65 newly appointed members of Boards and Commissions and newly elected City Council members.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>		
<b>GOAL</b>	<b>Civic Engagement – Provide citizens with meaningful, relevant, and convenient ways to participate in local government.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>City Council Web Page to have the most current data, information, and minutes.</li> </ul>	<ul style="list-style-type: none"> <li>Information on how the City Council operates, how City Council meetings are run, and how to access City Council is available on the city website.</li> <li>Working with the Office of Communications to improve method of global notification of City Council meetings and work sessions (now done</li> </ul>	

<ul style="list-style-type: none"> <li>Inform citizens of government process.</li> </ul>	<ul style="list-style-type: none"> <li>via email blast).</li> </ul>
<ul style="list-style-type: none"> <li>Clearly defined roles for city boards and commissions and opportunity for communication with Council</li> </ul>	<ul style="list-style-type: none"> <li>Working with the Office of Communications to improve method of global notification of City Council meetings and work sessions (now done via email blast).</li> </ul>
<ul style="list-style-type: none"> <li>Seek out qualified and interested volunteers that wish to work with the city government in a supportive/advisory role</li> </ul>	<ul style="list-style-type: none"> <li>Hold a board/commission roundtable with City Council on an annual basis to discuss issues from individual boards and to share information among the city boards and commissions.</li> <li>Participate in City-wide events to provide public outreach/education on volunteer opportunities by staffing an information table at Memorial Day Parade and Fall Festival</li> </ul>

## STAFFING AND BUDGET RESOURCES

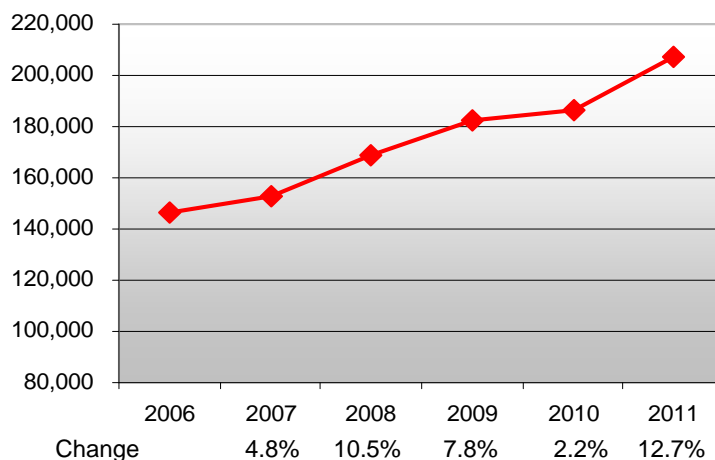
### ADOPTED POSITIONS BY FTE – 2.00 TOTAL

- 1.00 City Clerk
- 1.00 Deputy City Clerk

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 132,596	\$ 132,885	\$ 138,047	3.88%
Benefits	35,449	36,296	35,015	-3.53%
Professional and Contractual	15,439	8,475	28,475	235.99%
Materials, Supplies, and Other	9,864	8,650	8,350	-3.47%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 193,348</b>	<b>\$ 186,306</b>	<b>\$ 209,887</b>	<b>12.66%</b>

### ADOPTED BUDGET TREND: FY2006 – 2011



#### Notes:

- The Increase between FY2006 and FY2007 was due to the cost of increased salaries and benefits, an increase in funding for education and training, and the purchase and installation of mailboxes for the City Council Members.
- FY2007 budget includes \$25,000 to fund the re-codification of the City Code.
- Decreases were made in the City Clerk education and travel budget.
- Increase in the FY11 budget was due to funding the Granicus video streaming of City Council meetings and work sessions.

## CITY ATTORNEY

The mission of the City Attorney's Office is to provide legal counsel and advice to the City Council, School Board, City Departments, Boards and Commissions, and represent the City in litigation before state and federal courts, as well as before various administrative agencies. In addition, the City Attorney drafts and reviews amendments to ordinances and other legislation, and serves as the prosecuting attorney in Falls Church General District and Juvenile and Domestic Relations Courts. The City Attorney also represents the City on the Council of Governments committee of regional local government attorneys.

The office of the City Attorney provides effective, competent legal service to the City government and schools. Legal services include trial and appellate practice; contracts; and land use. In addition to meeting litigation demands, legal analysis and advice is also routinely provided for city officials on a wide range of topics such as zoning; Freedom of Information Act compliance; building code enforcement; employment disputes including grievances and mediation; economic development issues; and special education matters.

The demand for legal services is expected to increase in the next fiscal year given the ongoing redevelopment of the City and the continued litigation regarding the City's water system.

## STAFFING AND BUDGET RESOURCES

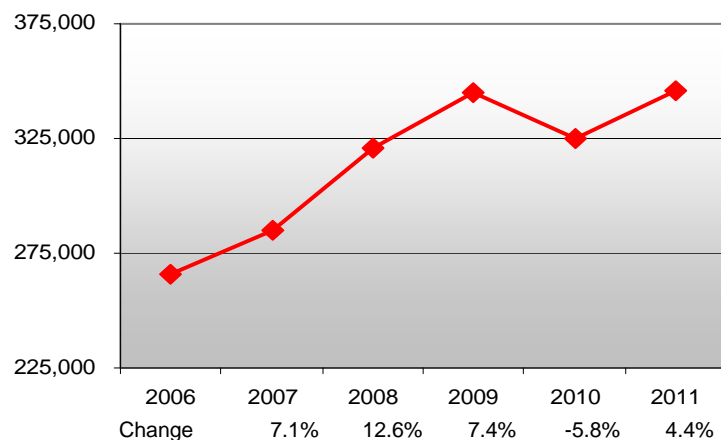
## ADOPTED POSITIONS BY FTE – 2.25 TOTAL

- 1.00 City Attorney
- 1.00 Paralegal
- 0.25 Assistant Prosecutor

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 225,083	\$ 240,874	\$ 223,005	-7.42%
Benefits	55,423	62,789	52,935	-15.69%
Professional and Contractual	61,581	10,840	60,300	456.27%
Materials, Supplies, and Other	11,979	10,170	9,660	-5.01%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 354,066</b>	<b>\$ 324,673</b>	<b>\$ 345,900</b>	<b>6.54%</b>

## ADOPTED BUDGET TREND: FY2006-2011

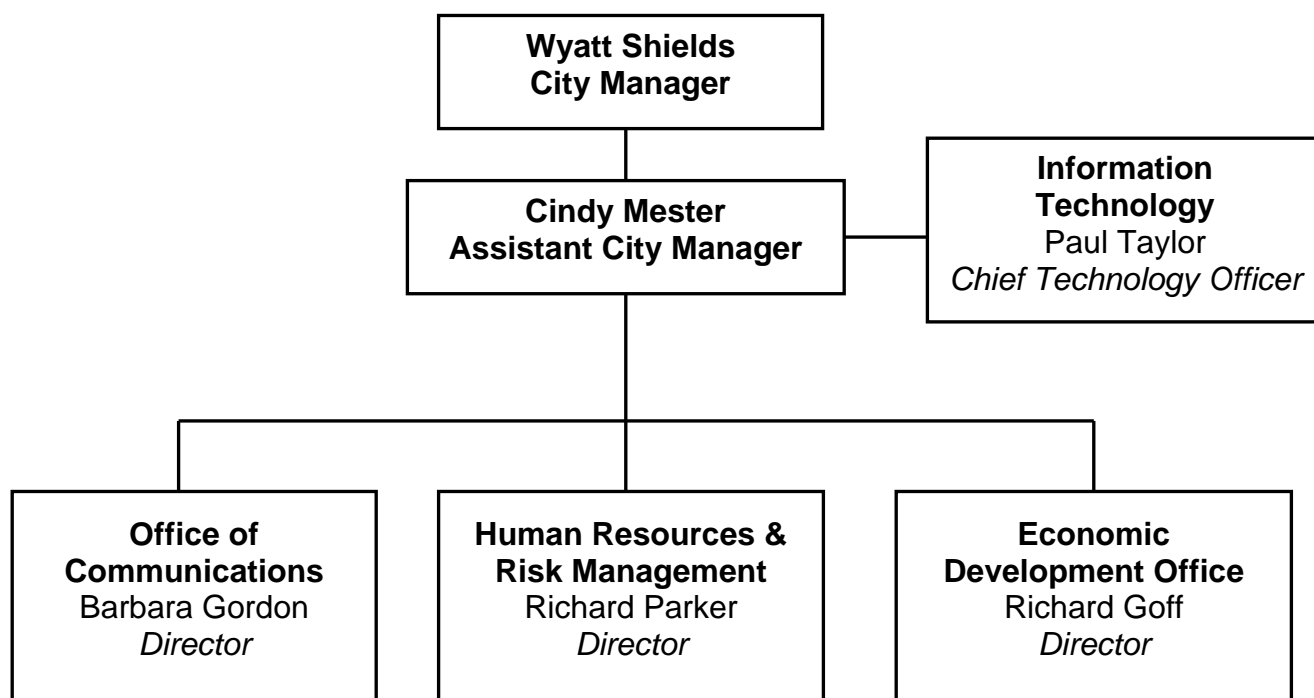


## Note:

- The increase in FY2008 is mostly due to an increase in professional services.
- The increase in FY2009 is mostly due to funding of other post-employment benefits.
- The decrease in FY2010 is primarily due to decrease in professional fees attributed to lesser need for outside counsel.

## EXECUTIVE MANAGEMENT

### ORGANIZATIONAL CHART



## CITY MANAGER


The mission of the City Manager's Office is to provide timely, professional recommendations and implement the vision and policies of the City Council; to ensure the delivery of high quality services with outstanding customer service at a good value to taxpayers, residents and visitors of the City; and, to foster economic and fiscal sustainability; to enhance the City's reputation as a high performing, learning, and caring governmental organization that operates in a manner consistent with its mission and values.

In fulfilling this mission, the City Manager and team develops and implements the strategic plan designed to fulfill the City Council's vision; implements all policies adopted by the City Council; facilitates community dialog on Citywide issues; develops a high performing organization utilizing best practices and system-process improvements; and implements and monitors the City's annual operating budget and capital improvements program.

To fully execute this mission, the City Manager ensures that the general government organization actively participates in all City Council meetings; routinely participates in regional/statewide organizational meetings; participates in the federal and state legislative process; and provides technical assistance to numerous boards and commissions, as well as community advocacy and non-profit groups (i.e., VPIS/FCHC/FCA/THHF/Victorian Society) to promote an informed citizenry. In addition, the City Manager ensures effective internal communication among the organization through weekly management meetings, bi-weekly meetings with department and division managers, fall tours with front line staff, and by attending the monthly Employee Advisory Committee meeting.

A valuable customer service tool managed by this office is the constituent comment system, whereby citizens can notify City management of a concern, complaint and/or question. Last year, the system manager responded to approximately 100 submissions. Additional emails and phone calls were responded to as well.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To provide first-class, professional service to an appreciative community creating a 2025 City that is a wonderful place to live, work and shop while retaining the benefits of small town life and is financially sustainable. Citizens and employees are active participants in civic and public life.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Annually implement all strategic goals and objectives as established by the City Council and consistent with the adopted Vision.</li> </ul>	<ul style="list-style-type: none"> <li>At least 95% of all strategic plan goals and objectives are annually implemented on time.</li> </ul>
<ul style="list-style-type: none"> <li>Actively engage the community in an ongoing deliberative decision making process to formulate policy recommendations to Council.</li> </ul>	<ul style="list-style-type: none"> <li>City staff ensures effective citizen participation in at least 40 Council regular and work session meetings through distribution of fact based informative staff reports.</li> <li>City staff will actively participate in community sponsored events such as Deliberation Day(s).</li> </ul>
<ul style="list-style-type: none"> <li>Create a high performing organization (HPO) that utilizes best practices and system-process improvements to deliver all authorized services/benefits.</li> </ul>	<ul style="list-style-type: none"> <li>During FY2011 prepare a HPO implementation plan; conduct one staff training session; create a strategic implementation plan.</li> </ul>
<ul style="list-style-type: none"> <li>Provide timely and responsive customer service to all citizens, external agencies and internal departments to ensure convenient access to City services and officials.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate response to 100% of constituent comment system submissions within three business days.</li> <li>Respond to 100% of customer inquiries within one business day.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and implement the City's annual operating budget and capital improvements program to</li> </ul>	<ul style="list-style-type: none"> <li>Annually adopt a balanced budget by May 1.</li> <li>Annually prepare the budget with prioritized and</li> </ul>

execute the Council's Vision and Strategic Plan and comply with fiscal policies.

required resources to deliver quality core services efficiently/timely and fairly.

- Implement 95% of CIP infrastructure projects within overall budget allocation.

## STAFFING AND BUDGET RESOURCES

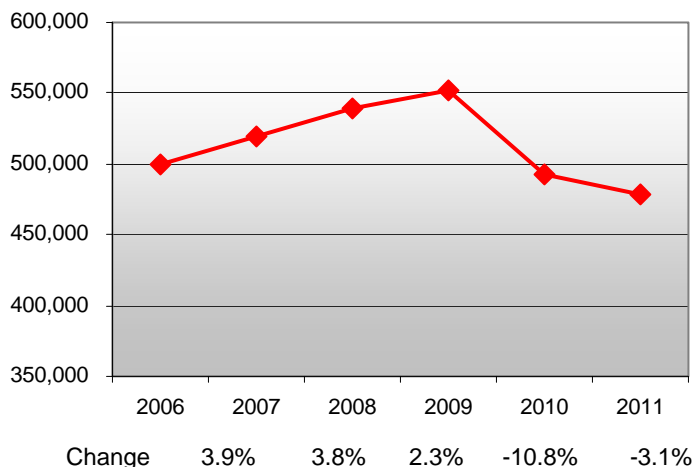
### ADOPTED POSITIONS BY FTE – 3.00 TOTAL

- 1.00 City Manager
- 1.00 Executive Assistant
- 1.00 Assistant City Manager

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 406,196	\$ 359,864	\$ 360,334	0.13%
Benefits	113,271	105,295	99,877	-5.15%
Professional and Contractual	13,203	11,060	960	-91.32%
Materials, Supplies, and Other	23,767	15,778	15,578	-1.27%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 556,438</b>	<b>\$ 491,997</b>	<b>\$ 476,749</b>	<b>-3.10%</b>

### ADOPTED BUDGET TREND: FY2006–2011



#### Notes:

- The decrease in funding between FY2009 and FY2010 is due to the elimination of the Administrative Assistant position, along with other reductions in special events, travel, and professional services along with.
- The decrease in funding between FY2010 and FY2011 is due to elimination of the City contribution to deferred compensation for City Manager and Assistant City Manager.


## OFFICE OF COMMUNICATIONS

The Office of Communications manages public outreach campaigns, the development of print and online publications, the City's Web site, publicity for City events, and government programming on the Falls Church Community Television station. Communications staff serves as spokesperson for the City and works closely with local, regional, national, and trade media. Working with regional partners such as the Northern Virginia Regional Commission and the Washington Metropolitan Council of Governments, the Office of Communications informs residents on issues affecting the City as well as the region. Beginning in FY2011, the City's Office of Communications will also assist with Falls Church City Public Schools communications and serve as General Manager of the City's cable television station.

The Office of Communications also develops media releases, media advisories, statements, radio and television public service announcements, and talking points; brochures; flyers; fact sheets; feature articles; opinion-editorial pieces; and following the 2010 launch of the City's Facebook page, is expanding the use of social media as another outreach tool.

The Office coordinates emergency communications and maintains the citizen and employee emergency telephone lines; the City's emergency broadcast radio station, 1680 AM; the City's emergency alert notification network, [alert.fallschurchva.gov](http://alert.fallschurchva.gov); and the City's Web site, [www.fallschurchva.gov](http://www.fallschurchva.gov).

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Increase public awareness and understanding of City's programmatic initiatives.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop comprehensive Strategic Plan for more effective communications.</li> <li>Expand City government programming for FCCTV.</li> </ul>	<ul style="list-style-type: none"> <li>Implement Strategic Plan by June 30, 2011.</li> <li>Air 4-6 programs by June 30, 2011.</li> </ul>
<b>GOAL</b>	<b>Improve readability and interest in City publications to effectively communicate information to the public.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Establish employee Communication Group to enhance City-wide outreach.</li> <li>Expand eFocus to weekly and develop plan to increase subscriptions to eFocus and drive traffic to the City Web site.</li> </ul>	<ul style="list-style-type: none"> <li>Implement city-wide style guidelines and messaging protocols.</li> <li>Increase subscriptions by 10% to eFocus and hits to the City Web site by June 30, 2011.</li> </ul>

## STAFFING AND BUDGET RESOURCES

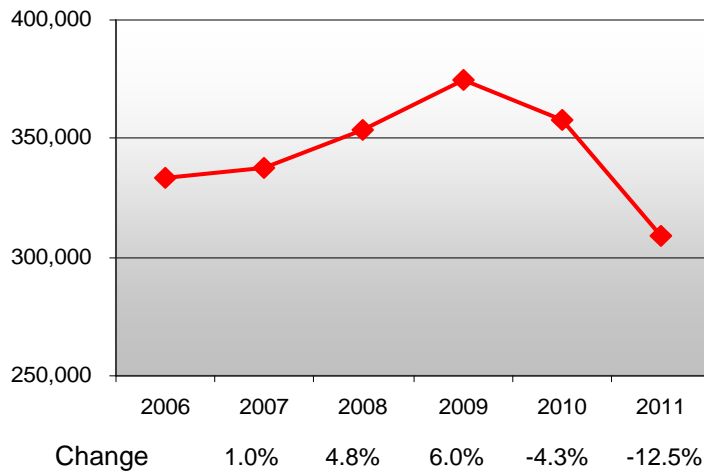
### ADOPTED POSITIONS BY FTE – 3.00 TOTAL

- 1.00 Communications Director
- 1.00 Communications Specialist
- 1.00 Senior Graphics Designer

### ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 178,028	\$ 217,242	\$ 217,714	0.22%
Benefits	50,602	60,058	64,094	6.72%
Professional and Contractual	75,775	75,400	27,650	-63.33%
Materials, Supplies, and Other	3,323	5,550	3,850	-30.63%
Capital Outlay	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 307,729</b>	<b>\$ 358,250</b>	<b>\$ 313,308</b>	<b>-12.54%</b>

**ADOPTED BUDGET TREND: FY2006–2011**



**Note:**

- The decrease in FY2010 is due to reductions in travel and education and the elimination of the annual City calendar.
- FY2011 reduction reflects a change to the weekly City Focus to a monthly publication.

## HUMAN RESOURCES

The Human Resources Division provides a full range of Human Resources services to all permanent full-time and part-time employees, a large pool of seasonal and temporary employees and all retirees. These services include the general administration of personnel matters, including but not limited to leave policies, development and maintenance of a classification plan, a uniform pay plan for employees, development and revision of administrative regulations, organization and development of employee task forces and procedures for resolving grievances of employees. Human Resources provides feasibility analysis of reorganization functions, job-sharing and the impact on city services rendered, fiscal cost comparisons and other pertinent data.

This Division conducts recruitments for all vacancies, full-time, part-time, seasonal and temporary hires, and averages approximately 90 vacancies annually. Attracting the right applicants and selecting the right employees are vital to the City's success. To that end, Human Resources coordinates with the hiring division, develops the Recruitment Announcements and advertisements, screens thousands of resumes received from applicants and forwards the ones received from the top candidates to the hiring division, serves on the interview panels, makes hiring decisions, provides guidance and oversight to supervisors regarding the contacting of references for all prospective hires, negotiates salary offers and extends written offers to selected hires.

For new employees, the Division processes all pre-employment screening such as criminal history checks and drug screening; processes all tax forms and documentation for I-9 Employment Eligibility Verification Forms and conducts orientation for all new employees. The Division also follows up with new employees to ensure their transition to City employment is smooth.

This Division maintains personnel files for all employees, ensuring they contain accurate information and are properly stored and secured at all times. The City identification and access cards that are required for all employees are issued through Human Resources and building access problems are resolved through this Division.

Human Resources maintains job specifications for all positions and conducts classification studies for positions as required to ensure that positions are correctly classified and that compensation is comparable to neighboring jurisdictions for positions. Annual market studies are conducted and selected positions are benchmarked to ensure parity with assigned responsibilities and salaries of comparable positions elsewhere.

The Human Resources Division also is responsible for providing staff assistance to the City's Retirement Board and the administration of the City's Basic and Police Pension Plans. Information is provided to all employees each year about the City's Retirement Plans by this office. Retirement estimates and counseling are provided to employees by this Division. Annually, Human Resources has open season enrollment for dental, medical, Flexible Benefits Plan, Sick Leave Bank and life insurance. In addition, the Human Resources Division administers the City's Section 125, Flexible


Benefits Plan, the City's Deferred Compensation Plan, the Commonwealth of Virginia College Savings Plans, Workers' Compensation Program, the Employee Assistance Program and Long-Term Disability. These benefits support over 1,000 active and retired employees and their dependents. This section also provides post retirement health insurance benefits to retirees and benefit services to the employees of the Northern Virginia Criminal Justice Training Academy and the City's Constitutional Offices.

The Human Resources Division provides leadership and career development for all levels of employees for the purpose of team building, leadership, management and supervisory skills, career development and enhancement of customer service and communications skills. Human Resources also advises management on issues regarding Human Resources law, interpreting policy, gathering facts, conducting research, diagnosing problems, providing solutions and offering objective assistance and guidance on employee-related issues.

The Human Resources Division also handles all grievance issues and serves as mediator between supervisors and employees as needed, and works to resolve issues at the employee-supervisor level so that it will not be necessary for employees to file grievances. The staff serves as liaison to the City Employee Review Board, the City Council's Personnel Policy Committee, the Employee Advisory Council, and the Retirement Board.

The Division administers the Employee of the Year program to recognize employees doing an outstanding job above and beyond the requirements of their assigned duties. Also, the annual Service Award program is administered to positively recognize employees who have reached certain milestones in their career with the City for their loyal service.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>		
<b>GOAL</b>	<b>To maintain competitive pay plans and benefits packages for City employees that enables the City to attract candidates from diverse backgrounds and retain high performing employees.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Ensure the City's Pay Plans are comparable with surrounding jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>Survey surrounding government compensation plans by March 1 each year so any adjustment can be included in the proposed budget.</li> </ul>	
<ul style="list-style-type: none"> <li>Ensure that the City's Benefits Package is competitive with surrounding governments.</li> </ul>	<ul style="list-style-type: none"> <li>An Employees Benefits Task Force has been established to ensure the City's Benefits Package is competitive with surrounding jurisdictions.</li> <li>Requests for Proposals were developed for Life Insurance, Long-Term Disability and Health Insurance.</li> </ul>	
<ul style="list-style-type: none"> <li>Ensure that classification studies are done on a continual basis so the City remains competitive with surrounding jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>Classification studies are concluded within 60 days of receipt of position analysis questionnaire.</li> </ul>	
<ul style="list-style-type: none"> <li>Ensure that the City workforce and staff leadership reflects the diversity of the community, and the City embraces and celebrates the strength that comes through diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Advertise vacant positions in a manner to reach a diverse pool of applicants. Encourage qualified employees from other governments who will add diversity to the City to apply for openings.</li> <li>Provide diversity training for all employees.</li> </ul>	
<ul style="list-style-type: none"> <li>Perform classification, market and pay review studies on a continual basis to ensure the City is competitive with surrounding jurisdictions; conclude classification studies within 60 days of receipt of position analysis and forward recommendation to the City Manager for final decision.</li> </ul>	<ul style="list-style-type: none"> <li>Complete monitoring of pay and benefit competitiveness, with the goal of maintaining City pay scale competitive with local governments in the Northern Virginia region by March 2011.</li> </ul>	

GOAL	To provide employee development to enable City employees to provide better services to citizens and to identify and prepare employees to compete for higher level positions.	
OBJECTIVES	KEY PERFORMANCE MEASURES	
<ul style="list-style-type: none"> <li>Provide systematic and ongoing opportunities for professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Division Directors to ensure career succession opportunities are provided to employees.</li> </ul>	
<ul style="list-style-type: none"> <li>Cultivate leaders at all levels of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the Preparing for Leadership program in FY2011.</li> </ul>	
<ul style="list-style-type: none"> <li>Prepare for the retirement of key employees.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure employees prepared through career succession planning are appointed to take their place.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

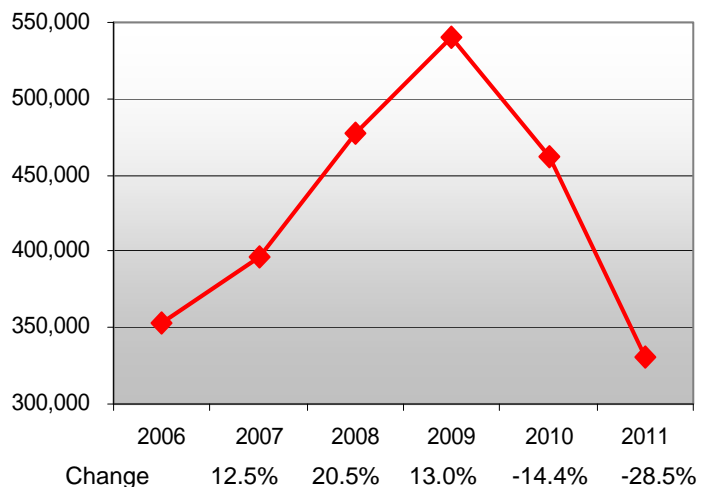
## ADOPTED POSITIONS BY FTE – 2.05 TOTAL

- 0.80 Human Resources Director
- 0.75 Human Resources Generalist
- 0.50 Human Resources Analyst

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 274,877	\$ 221,883	\$ 191,163	-13.85%
Benefits	114,768	98,874	69,019	-30.19%
Professional and Contractual	54,086	75,000	40,000	-46.67%
Materials, Supplies, and Other	53,688	66,568	30,468	-54.23%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 497,419</b>	<b>\$ 462,325</b>	<b>\$ 330,650</b>	<b>-28.48%</b>

## ADOPTED BUDGET TREND: FY2006–2011



## Notes:

- The increase in FY2007 reflects a new city wide employee commuter incentive (\$25,000).
- The increase in FY2008 reflects new funding for employee training and professional development (\$50,000).
- The decrease in FY2011 is due to the following:
  - Elimination of the part-time HR Assistant position.
  - Reduction in hours of the HR Analyst.
  - Reduction in funding for employee training and tuition assistance.
  - Suspension of the Commuter Incentive Program.


## RISK MANAGEMENT

The purpose of this section of the Human Resources Division is to develop and monitor the Risk Management Program that includes obtaining, implementing and monitoring all insurances that cover the City's personnel, operations and infrastructure. This section administers the City's Safety Program and administers the Department of Transportation Random Drug Testing program as required by Federal law. This section also provides Federal Occupational Safety and Health Act (OSHA) training for all new and current employees. The OSHA training includes BloodBorne Pathogen, Confined Space Entry, Hazardous Chemicals, and the Department of Transportation Drug and Alcohol Program.

This section also administers the City's Workers' Compensation Program in conjunction with provisions of the State Workers' Compensation Act to ensure prompt reporting of on-the-job accidents, and ensuring that employees who have been injured while on the job receive prompt medical attention and return to work on regular or restricted duty as soon as they receive medical clearance.

This section also handles all property and casualty claims in conjunction with the Virginia Municipal Liability Pool. Claims due to damages caused by water breaks or sewer backups are also administered by the Human Resources Director in his role as the City's Risk Manager.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To maintain a Risk Management Program that protects the assets of the City and provides a safe working environment for employees.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Ensure the City protects its assets and financial exposures through the purchase of insurance, and requiring certificates of insurance for all contractors.</li> </ul>	<ul style="list-style-type: none"> <li>City's financial exposures are reviewed by March each year and the City maintains its insurance.</li> </ul>
<ul style="list-style-type: none"> <li>To provide employees with a safe working environment.</li> </ul>	<ul style="list-style-type: none"> <li>Outside safety consultant conducted a safety inspection of City facilities and operations. The City is implementing the recommended changes.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that the City is in compliance with all OSHA standards and employees receive proper training.</li> </ul>	<ul style="list-style-type: none"> <li>Training for Confined Spaces, Bloodborne Pathogens and Trenching and Shoring will be held each year. Other OSHA training will be conducted as needed.</li> </ul>

## STAFFING AND BUDGET RESOURCES

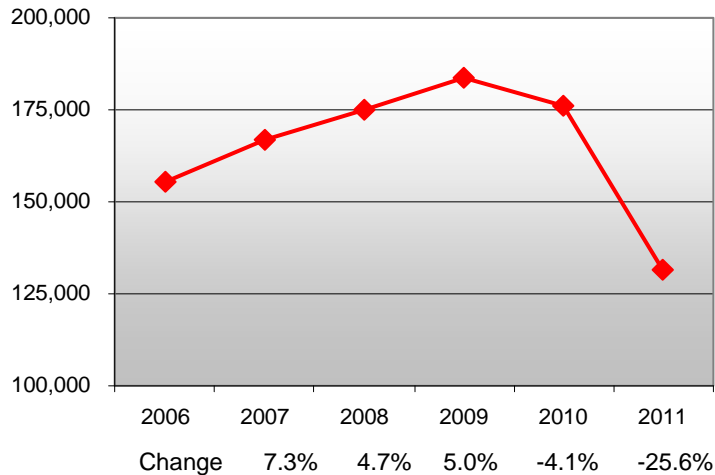
### ADOPTED POSITIONS BY FTE – .45 TOTAL

- 0.20 Human Resources Director
- 0.25 Human Resources Generalist

### ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 76,954	\$ 75,409	\$ 39,956	-47.01%
Benefits	29,522	21,682	13,045	-39.83%
Professional and Contractual	1,350	4,000	4,000	0.00%
Materials, Supplies, and Other	77,461	74,950	74,050	-1.20%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 185,286</b>	<b>\$ 176,041</b>	<b>\$ 131,051</b>	<b>-25.56%</b>

**ADOPTED BUDGET TREND: FY2006-2011**



**Notes:**

- The reduction in FY2010 was due to not funding the Safe Driver Awards for City employees.
- The reduction in FY2011 is due to reallocation of .3 FTE of the HR Director from Risk Management to Human Resources.

**INFORMATION TECHNOLOGY**

The Information Technology Division is responsible for managing the installation and maintenance of all of the infrastructure systems and networks that provide computer technology and telecommunication services (phone/cell/pagers) for the entire General Government organization as well as IT resources for community engagement. The types of IT infrastructure services include: financial accounting management, public safety interface with criminal and DMV databases, on-line recreation registration, website, security hardware/software, library database network connections, fleet management, IT asset management, and applicable software support.


The City outsources the majority of information technology services. Per general industry standards, based on a Gartner Group 2009 Survey Report, the total IT employees as a percentage of all employees in organizations surveyed was around 6.1% - based on 184 City employees, City of Falls Church is closer to 2.1%; utilizing the Gartner Group Report as a reference ... City IT staffing should be 11 FTEs; however, current City IT staffing is: 1 full-time City employee (CTO) and 3 full-time contract employees.


The CTO is responsible for procuring and administering all IT Services and Telephony contracts, filling the role of Information/Network Security Manager, acting as a resource for IT projects, and for assisting City staff in strategic planning for IT needs.

The IT contractors, acting under the guidance of the Chief Technology Officer (CTO), ensure the City's IT environment is secure and fully operational 24 x 7.

In FY2010 the IT operations were transferred to the City Manager's Office to reflect the importance of IT for the ability to deliver public service and to facilitate coordination with the Office of Communications given its utilization of electronic mediums.

**CITY VISION**

 <b>INNOVATION</b>	
<b>GOAL</b>	<b>IT Infrastructure - Build and upgrade Citywide IT infrastructure to support innovation</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Create an environment where IT enhances the delivery of governmental services.</li> </ul>	<ul style="list-style-type: none"> <li>Requests for service will be answered within four hours 95 percent of the time.</li> </ul>

		<ul style="list-style-type: none"> <li>Software versions will be consistent throughout the system 100 percent of the time.</li> <li>Breaches of security will be responded to within four hours 100 percent of the time.</li> </ul>
 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>		
<b>GOAL</b>	<b>Government Accessibility - Provide City services in form and function in a manner that is responsive to citizen needs</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Adopt best practices to ensure a positive customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>IT staff will participate in Northern Virginia and regional CIO meetings.</li> <li>IT policies and procedures will be reviewed and updated as needed and at least annually.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide simple and intuitive access to public services and information.</li> </ul>	<ul style="list-style-type: none"> <li>IT will support departmental e-commerce initiatives, at least one will be implemented during FY2011.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

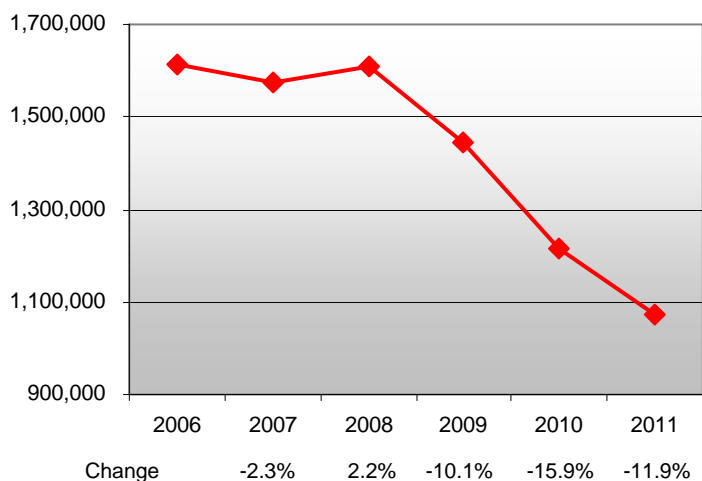
### ADOPTED POSITIONS BY FTE – 1.00 TOTAL

- 1.00 Chief Technology Officer

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 95,842	\$ 95,571	\$ 95,571	0.00%
Benefits	18,014	18,329	19,986	9.04%
Professional and Contractual	845,420	903,702	811,702	-10.18%
Materials, Supplies, and Other	59,407	54,450	50,450	-7.35%
Capital Outlay	68,571	145,500	95,500	-34.36%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,087,254</b>	<b>\$ 1,217,552</b>	<b>\$ 1,073,209</b>	<b>-11.86%</b>

### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:

- The Technology Coordinator was established with the FY2006 budget, changed in FY2007 to Chief Technology Officer to reflect the scope of duties.
- Expenditures decreased in FY2009 and FY2010 due to the completion of the network renewal project, renegotiation of the IT support contract and through reductions in funds programmed for system enhancements.
- The FY2011 \$122,000 decrease in IT Services Funding and \$50,000 decrease in Computer Equipment Funding reduces service levels to internal customers and reduces available funding for Technology Upgrade Projects.

## ECONOMIC DEVELOPMENT

Economic development is critical to the long-term fiscal health and stability of the City. The mission of the Economic Development Office (EDO) is to provide services, programs and initiatives that retain, attract and expand business activity in the City. Successful economic development will provide employment opportunities, convenient goods and services for residents, and an expanded City tax base. The EDO works with developers to deliver new projects, investment and high quality commercial space that will attract businesses that are a good fit for the City. Staff also works with existing businesses to help them grow and thrive in Falls Church.

Through multiple channels, staff will communicate to the region and beyond why Falls Church is a great place to invest and do business. The Economic Development Authority's (EDA) branding initiative is resulting in a positive and marketable message that the City can convey about itself to the world. Staff supports the EDA Board of Directors and its many activities, including "Developer Forums" that have explored topics such as the hotel and hospitality market, Smart Growth principles, the economics of mixed use development, retail recruitment strategies, measuring the fiscal impact of economic development, the Eden Center, and the Eastern Gateway 2050.

Staff collects, maintains and posts extensive data on commercial properties in the City, demographics, and retail trade area information in an easily accessible format on the City's website. The EDO conducts a campaign of focused business recruitment consistent with knowledge of the Falls Church market and works with brokers and property owners to match business prospects with good locations in the City. Staff produces a bi-monthly report on business and real estate activity in the City.

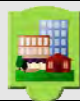
The EDO uses state-of-the-art tools and outside expertise as needed to provide analysis for a variety of business and development-related proposals and projects. The City's fiscal impact model provides net revenue projections for mixed use and commercial development proposals. The model has been updated to reflect the very latest information from across the City organization and public school system on the costs and benefits of new development.

Staff conducts a systematic program of business retention visits in the City where valuable information is obtained about business trends and follow-up services are provided by staff. Several key EDO business development and assistance programs are Technology Zone tax incentives, co-sponsorships of Entrepreneur Express and Franchise Express, Industrial Revenue Bond financing, and site location services.

Challenging economic conditions require creative economic development strategies. In 2008, the City approved a unique tax-sharing agreement with a property owner to secure the commitment of BJ's Wholesale Club to build and operate an 87,000 square foot store in the City. The Washington Business Journal ranked this project among the top three largest retail leases by square feet in the entire DC region in 2009.

With an eye to the future, the EDO and EDA worked in fall 2009 with two graduate level classes of Virginia Tech's Urban Design and Planning Program to complete studio work on the City's Eastern Gateway and the N. Washington Street/W. Jefferson Street commercial corridors. The students created bold, long range plans for higher density land uses that the EDA and Planning Commission can evaluate and include as they see fit in City planning documents and zoning code.

## CITY VISION



### SUCCESSFUL DEVELOPMENT

GOAL	Facilitate mixed use development plans and review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.	
OBJECTIVES		KEY PERFORMANCE MEASURES
<ul style="list-style-type: none"> <li>"The City government works with regional counterparts to share [its] vision and ensure that Falls Church retains its distinctiveness and competitiveness in the region."</li> </ul>		<ul style="list-style-type: none"> <li>Devise and implement at least two new applications of The Little City brand that can be used to raise positive, regional awareness of the City of Falls Church.</li> </ul>
<ul style="list-style-type: none"> <li>Support the retention, expansion and attraction of businesses that complement and enhance the</li> </ul>		<ul style="list-style-type: none"> <li>Conduct 30 retention visits to Falls Church businesses by June 30, 2011.</li> </ul>

community's quality of life, while diversifying and strengthening the City's tax base.

- Continue ongoing contact through June 30, 2011 with 100-150 commercial brokers using email blasts to raise awareness of available office and retail space in the City.

## STAFFING AND BUDGET RESOURCES

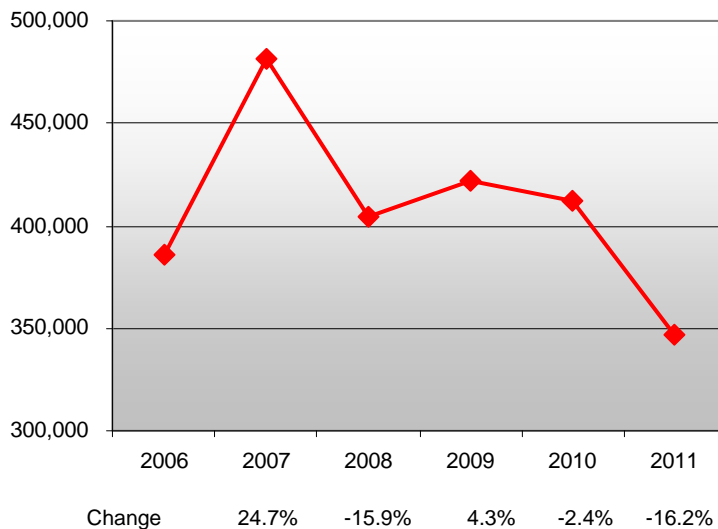
### ADOPTED POSITIONS BY FTE – 2.00 TOTAL

- 1.00 Economic Development Director
- 1.00 Business Development Manager

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 265,127	\$ 277,593	\$ 224,550	-19.11%
Benefits	69,793	76,086	66,957	-12.00%
Professional and Contractual	48,915	37,000	36,000	-2.70%
Materials, Supplies, and Other	15,058	21,500	18,000	-16.28%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 398,893</b>	<b>\$ 412,179</b>	<b>\$ 345,507</b>	<b>-16.18%</b>

### ADOPTED BUDGET TREND: FY2006-2011

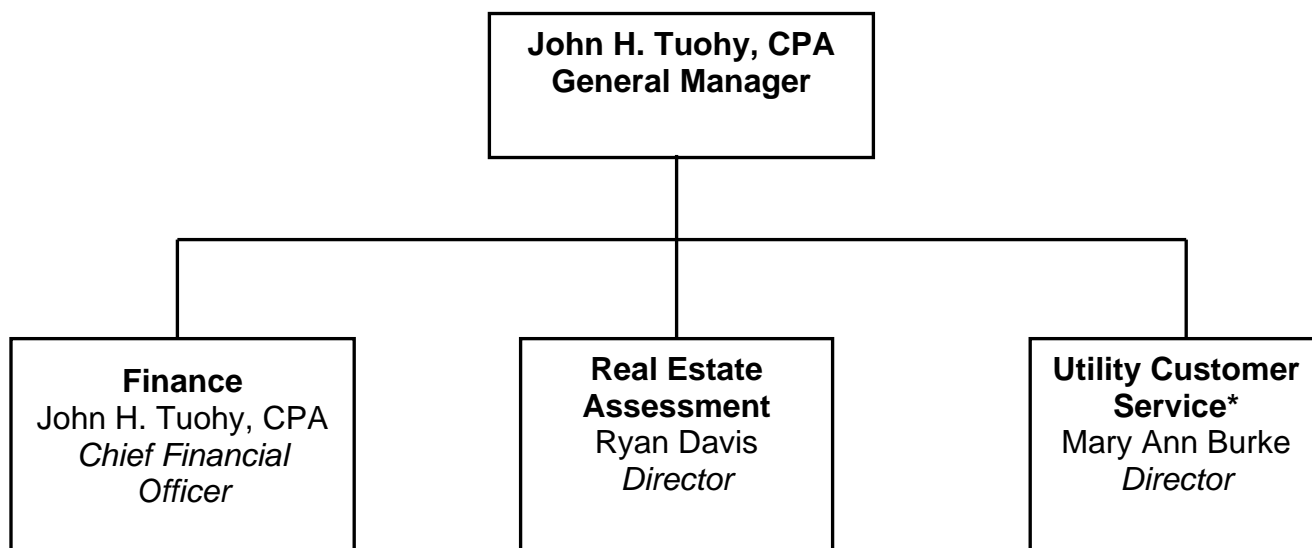


#### Notes:

- The increase in FY2007 was due to the cost of outside professional services for analysis of the proposed City Center development project and other specialized analytical work.
- The decrease in FY2011 is due to the loss of a full-time senior administrative assistant position.

## DEPARTMENT OF ADMINISTRATIVE SERVICES

### ORGANIZATIONAL CHART



\*This function is budgeted for in the Water and Sewer Fund sections of this document on pages 171 and 181, respectively.

---

### FINANCE

The Finance Division serves the residents of the City of Falls Church, its vendors, intergovernmental partners, employees, and all the departments and divisions of the City government. It is responsible for the City's financial reporting and accounting, payment of obligations to vendors and employees, and purchasing of goods and services that require competitive pricing. The Division's functions include reconciliation of all bank and investment accounts, preparation of financial reports for submission to the City Council, the public, the Commonwealth of Virginia, rating agencies, and others, and supporting the City Manager in the development of the City's annual budget. The Chief Financial Officer assists the City Manager and City Council in making strategic decisions concerning the fiscal health of the City, and also facilitates the borrowing of funds that may be needed to fund the City's Capital Improvement Program. The Division pays over 13,000 invoices annually, and pays over 300 employees on a bi-weekly basis. The Division also ensures compliance with taxing authorities for the remittance of payroll and sales taxes. The Purchasing Manager assists in the competitive procurement of more than 40 purchases each year for both the General Government and School Division.

## CITY VISION



## SOUND FINANCES

GOAL	To maintain the fiscal health of the City and provide support to the City's various divisions and departments in order for them to accomplish their own objectives.	
OBJECTIVES		KEY PERFORMANCE MEASURES
<ul style="list-style-type: none"><li>Monitor adherence to Council-adopted and state-mandated financial policies and ratios.</li></ul>		<ul style="list-style-type: none"><li>Debt and fund balance ratios and policies for General Fund and Utility Funds and all policies as set forth in the financial policies adopted by City Council on January 12, 2009 (refer to Financial Policies Section on pages 22-25 of this document).</li></ul>
<ul style="list-style-type: none"><li>Financial reports are timely and accurate.</li></ul>		<ul style="list-style-type: none"><li>Prepare the City's Comprehensive Annual Financial Report (CAFR) by November 30, 2010.</li><li>The City's CAFR will have an unqualified audit opinion.</li><li>The City's CAFR will continue to obtain the Award for Excellence in Financial Reporting from the Government Finance Officers' Association (GFOA).</li><li>Budget documents are prepared prior to City Council deliberation.</li><li>The City budget document will continue to obtain the GFOA Distinguished Budget Award.</li><li>Quarterly reports to City Council are done by the second work session after the quarter-end.</li></ul>
<ul style="list-style-type: none"><li>Reconcile bank and investment accounts on a timely and regular basis.</li></ul>		<ul style="list-style-type: none"><li>100% of bank and investment account reconciliations are completed within 20 business days of the end of the period.</li></ul>
<ul style="list-style-type: none"><li>Ensure timely and accurate payment of vendors and employees.</li></ul>		<ul style="list-style-type: none"><li>0% error rate in employee payments.</li><li>Vendors are paid within 10 business days of payment approval 95% of the time.</li></ul>
<ul style="list-style-type: none"><li>Ensure compliance with procurement rules and regulations.</li></ul>		<ul style="list-style-type: none"><li>100% of purchases of \$50,000 or more are competitively bid or have sole-source justification.</li></ul>

## STAFFING AND BUDGET RESOURCES

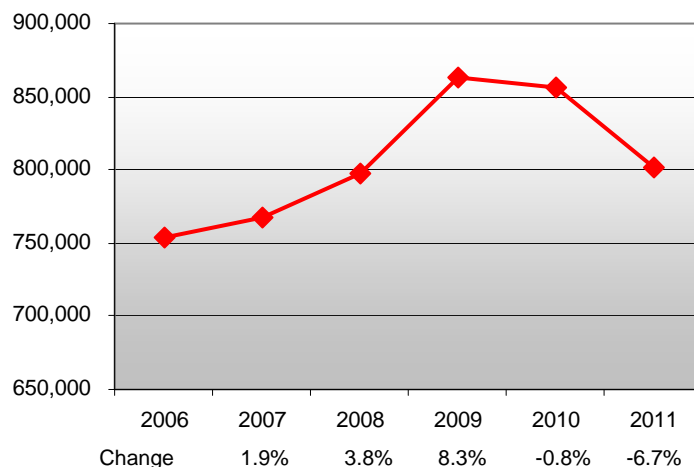
## ADOPTED POSITIONS BY FTE – 6.67 TOTAL

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>0.67 General Manager, Administrative Services/Chief Financial Officer</li> <li>1.00 Deputy Finance Director</li> <li>1.00 Purchasing Manager</li> </ul> | <ul style="list-style-type: none"> <li>1.00 Payroll Specialist</li> <li>1.00 Benefits Specialist</li> <li>1.00 Accounts Payable Specialist</li> <li>1.00 Staff Accountant</li> </ul> |
|--|--|

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 548,264	\$ 568,174	\$ 522,968	-7.96%
Benefits	154,560	165,627	162,656	-1.79%
Professional and Contractual	96,565	81,500	76,025	-6.72%
Materials, Supplies, and Other	35,708	41,625	38,425	-7.69%
Capital Outlay	6,750	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 841,847</b>	<b>\$ 856,926</b>	<b>\$ 800,074</b>	<b>6.63%</b>

## ADOPTED BUDGET TREND: FY2006–2011

**Note:**

- Increase in FY2009 is mostly due to funding of other post-employment benefits.
- Decrease in FY2011 is mostly due to the reallocation of the CFO's salary, as well as reduction to professional service fees.

## REAL ESTATE ASSESSOR'S OFFICE

The primary responsibility of the Real Estate Assessor's Office is the assessment of every parcel located in the City on an annual basis, at market value as required by Virginia Code. The goal is to assess and maintain real property information in the City of Falls Church in a fair and equitable manner to ensure that each taxpayer bears only their fair share of the real property tax burden as determined by the City Council of Falls Church.

This office collects and maintains a history of all land parcels in the City with computerized current information specific to each parcel which includes: ownership, deed and plat references, ownership history, and specific house characteristic information. This information is widely used by realtors, attorneys, title search personnel, prospective homebuyers, sellers, private appraisers (both local and out-of-city/state), and surveyors. Assessment information is available to all users through a web portal maintained by the Assessor's Office. Other services provided by the Assessor's Office include: notification of assessments, responses to inquiries concerning assessments and assessment procedures, hearing administrative appeals, and preparing the Board of Equalization for public appeals. This office produces the annual land book.

Annually, this division reviews approximately 300 real estate listings and sales, adjusts the values of approximately 4,700 parcels as indicated by the market data, inspects 120+ parcels that have been issued a building permit, and 100+ parcels as the result of a sale or an appeal. The division also maintains and periodically updates the real estate database containing approximately 4,700 parcels, provides online real estate information, and serves as staff to the Board of Equalization, which meets approximately 10 times each year.

## CITY VISION



## OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH

GOAL	To provide fair and equitable assessments and outstanding customer service.	
OBJECTIVES	KEY PERFORMANCE MEASURES	
<ul style="list-style-type: none"> <li>Update the City's real estate database and issue assessment valuation notices as of January 1, 2011 for all City properties by February 27, 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a Coefficient of Dispersion of 10 or less and a regression index of <math>\pm 0.03</math> in the Virginia Department of Taxation Residential Sales Ratio Study.</li> <li>Maintain a Coefficient of Dispersion of 15 or less and a regression index of <math>\pm 0.03</math> in the Virginia Department of Taxation Commercial Sales Ratio Study.</li> <li>Return phone calls and e-mail inquiries within one day.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

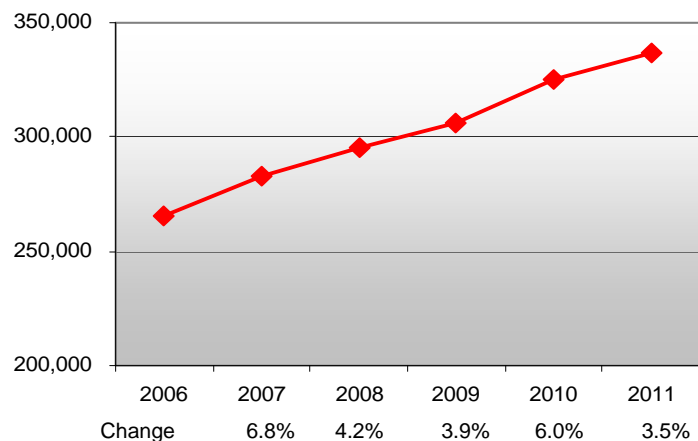
## ADOPTED POSITIONS BY FTE – 3.00 TOTAL

- 1.00 Director of Real Estate Assessment
- 1.00 Senior Administrative Assistant
- 1.00 Senior Real Estate Appraiser

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 226,673	\$ 224,550	\$ 229,150	2.05%
Benefits	61,885	62,567	67,090	7.23%
Professional and Contractual	11,434	25,650	26,700	4.09%
Materials, Supplies, and Other	13,647	11,825	13,092	10.71%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 318,072</b>	<b>\$ 324,592</b>	<b>\$ 336,032</b>	<b>3.52%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Note:

- Included in FY2010 funding is the maintenance for the new real estate website which was implemented on July 7, 2009.

The Office of the Commissioner of the Revenue was established by the Constitution of the State of Virginia, thus making the Commissioner of Revenue an elected "Constitutional Officer." The Commissioner, Tom Clinton, is a direct representative of the citizens of the City of Falls Church, and he is solely accountable to them. The Office is primarily responsible for the administration and assessment of taxes on businesses and residents that are levied by both the state of Virginia and the City of Falls Church. The office also conducts DMV Select transactions.

This includes assessing taxes on many different types of business activities and assets that are located in Falls Church City, except the assessment of real estate, which is done by the City Assessor. These revenue assessments and collections represent a cumulative total of about \$16,000,000, or about 20 percent of all gross revenues received by the City, ensuring that everyone that lives, works or visits here, pays their fair share of taxes. This averages over \$2,000,000 of revenue generation per employee in the small seven person office. Revenue collection is essential to provide the funding for those critical public services that residents and business owners demand in a first-class independent city operating in a sophisticated metropolitan environment.

Commissioner Clinton opened the Falls Church City DMV Select Office on March 6, 2006, bringing the high demand for DMV services directly to Falls Church City residents, business owners and City employees. In FY2011, the DMV Select is expected to conduct more than 17,000 total paid transactions and generate more than \$70,000 in commissions. The service has gotten rave reviews by both those that have visited the office and those who just want an alternative to the crowded full-service DMV offices. This revenue is supposed to be returned to the COR office, or at least 80% of it, as prescribed by the Virginia State Code in Transportation Budget Bill 441, which was designed to help Constitutional Officers offset the normal costs of running the DMV Select Offices.

The DMV Select Office is conveniently located in suite #104E in the Commissioner's Office, which is on the first floor of the East Wing of City Hall. This service allows people to conduct many vehicle-related DMV transactions for both their personal, and their company's needs. In addition, the office has assisted many departments and employees within City Hall by providing them with license plates, titles, registrations, renewal stickers, address changes, voter registration applications and driving record transcripts, all without our City and School staff, and their clients, ever having to leave City Hall and spending hours at the crowded Tysons Corner DMV Office, which is located on Gallows Road. This large additional workload has all been absorbed by the existing Commissioner of the Revenue staff; no additional staff members have been added to help perform the DMV Select work.

The office annually issues approximately 11,000 personal property tax assessments, which later appear on the personal property (vehicle) tax bills. In July, the office mails out 9,000 vehicle verification forms to all registered vehicle owners in the City of Falls Church. We also process the hundreds of annual address changes related to those vehicles. The office generates all of the vehicle decal bills and decal transfers; these tasks are usually done by the Treasurer's Office in most jurisdictions. The office performs about 2,000 annual personal property assessment adjustments, including vehicle dispositions and other assessment valuation changes, saving our taxpayer's money.

Annually, the office issues about 1,700 business licenses, and processes about 1,800 tangible personal property tax assessments on the business equipment used by companies operating in the City. The office also collects and processes many other business taxes including: utility, right-of-way, phone line charges, hotel occupancy, short-term rental, Meals Tax (which was transferred from the Treasurer's Office in 2005, with no workload exchange and no transfer of staff). We also assess franchise fees from certain types of businesses and banks.

The Commissioner's Office annually processes about 2,500 state income tax refunds, 500 estimated tax payments and 500 tax due payments for City taxpayers on behalf of the Virginia Department of Taxation. State income tax returns are first desk audited, and then entered directly into the state's computers resulting in faster refunds, and that money is then deposited directly into our citizen's bank accounts, usually within two to three days. The office also assists citizens in resolving their complex tax problems with the Department of Taxation in Richmond, by having them call or visit our local office. This assistance saves citizen's time, aggravation and the long distance phone costs if they had to do it on their own.

The Commissioner also provides critical tax and business related information to the City Manager, the City Council, the Economic Development Authority, the Economic Development Office, the City Assessor and the Planning Division, so the City can make well researched and fiscally sound economic development decisions. This large volume of data research for other offices has had a significant affect on the Office's overtime budget. The Commissioner also works closely with the Falls Church Chamber of Commerce and the City's local business community. Our goal is to make the assessment and payment of taxes as easy as possible, while still providing the high-quality, small-town personal service that our business and residential customers have come to expect.

## CITY VISION



## OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH

GOAL	To deliver the highest level of small-town customer service to the City's residents, businesses and visitors every day, while still paying careful attention to every tax dollar collected and spent.	
OBJECTIVES	KEY PERFORMANCE MEASURES	
<ul style="list-style-type: none"> <li>Assessing personal property (on vehicles), tangible personal property (on business equipment) and business licenses accurately, timely and equitably.</li> </ul>	<ul style="list-style-type: none"> <li>Register vehicles within one day of receiving the vehicle registration form 90% of the time.</li> <li>Enter and approve business licenses within one day of receiving the application form 95% of the time.</li> <li>Enter, process, and transfer checks for various business taxes to the Treasurer's Office for deposit within one day of receipt 97% of the time.</li> <li>Review and audit businesses annually to ensure tax compliance.</li> </ul>	
<ul style="list-style-type: none"> <li>Objective towards administering state income taxes.</li> </ul>	<ul style="list-style-type: none"> <li>Process Virginia State income tax refunds, tax due payments and estimated taxes within one day of receipt 96% of the time.</li> </ul>	
<ul style="list-style-type: none"> <li>Objective towards customer service in general.</li> </ul>	<ul style="list-style-type: none"> <li>Return every phone call and e-mail within one day 98% of the time.</li> <li>Answer every phone call live 99% of the time.</li> </ul>	
<ul style="list-style-type: none"> <li>Objective towards operating a DMV office.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver quick and courteous DMV Select services within 10 minutes 95% of the time.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

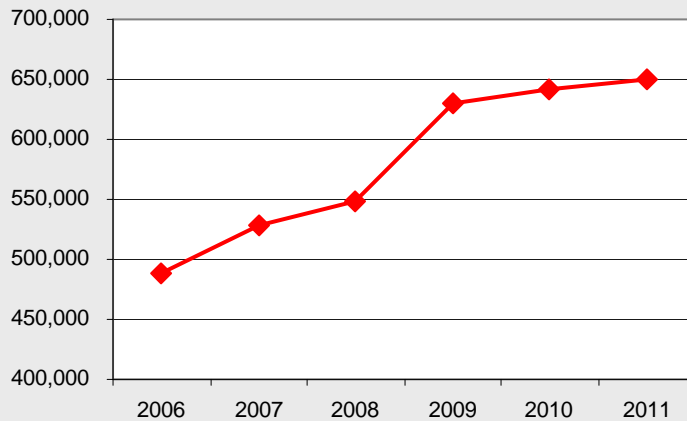
## ADOPTED POSITIONS BY FTE – 7.00 TOTAL

- 1.00 Commissioner of the Revenue
- 1.00 Chief Deputy Commissioner
- 1.00 Deputy Commissioner
- 1.00 Business Revenue Auditor
- 3.00 Revenue Assistants

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 473,060	\$ 489,167	\$ 484,572	-0.94%
Benefits	123,836	130,274	143,541	10.18%
Professional and Contractual	10,090	7,000	8,000	14.29%
Materials, Supplies, and Other	16,010	15,050	14,475	-3.82%
Total Expenditures	622,996	641,491	650,588	1.42%
Revenues				
State Grants	91,452	95,789	83,810	-12.51%
Charges for Services	51,230	65,000	70,000	7.69%
Total Revenues	142,682	160,789	153,810	-4.34%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 480,314</b>	<b>\$ 480,702</b>	<b>\$ 496,778</b>	<b>3.34%</b>

## ADOPTED BUDGET TREND: FY2006-2011



Change      8.3%      3.7%      14.9%      1.8%      1.4%

**Note:**

- Commissioner Clinton opened the Falls Church City DMV Select Office in March 2006, and it now processes over 17,000 transactions a year, while still delivering excellent customer service to all of our internal and external Commissioner of the Revenue customers. The new service has been a big hit with residents, business owners and City employees alike. It was all done without adding any additional staff and while earning commissions to help balance the City's budget.
- We have initiated innovative new programs such as the **"Drive-Up and Scrape-Off"** decal removal program, the hand delivering of business licenses to say "thank you" to our existing businesses, and to enforce business license compliance. We implemented the time and money saving **"File-By-Exception"** personal property (car) tax return filing process.
- Over the years, we have continued to assist the Treasurer's Office with delinquent collections of the Meals Tax, the Tangible Personal Property Tax, the Business License Tax and the Personal Property Tax and the issuance of and mailing of temporary decals. We have been decal billing for motor vehicles in our office since 2003. With the recent renovations and office relocations on the first floor of the East Wing, more residents than ever are coming into the Commissioner's and Treasurer's Offices for City Hall information and assistance. The Office has three Notaries on staff and performs hundreds of notarizations free of charge for residents, visitors and business owners every year.
- In 2005, we took over the time-intensive administration of the City's Meals Tax, which is collected monthly from our 125 restaurants and eating establishments. In the first year alone, this change generated \$140,000 of additional revenue, and it was done with no transfer of staff. These additional tasks have been absorbed into the office workload and combined with the continued growth of the residential and business populations, and our need to retain high quality employees capable of handling large volumes of wide ranging types of financial transactions, has increased our operating costs over the past five years. More people and businesses are expected to continue to move into Falls Church City in the near future, adding to the existing heavy office workload.

The Office of the Treasurer is established by the Constitution of the Commonwealth of Virginia, and the Treasurer, Cathy Kaye, MGT is an elected Constitutional Officer who serves the citizens of the City of Falls Church. The City Treasurer's elected status ensures that City funds will be safeguarded by an Official who reports directly to the City's citizens.

The primary functions of the Treasurer's Office fall into four major categories: collection (billing) of Real Estate and Personal Property taxes as well as State taxes; receipting and processing all revenue coming into the City; safeguarding (investing) funds; and finally, the disbursement of funds.

Ms Kaye works closely with the Director of Finance to ensure the City's operating funds are safely invested in accordance with the Treasurer's established Investment Policy. The goal of the Treasurer's Investment Policy is to limit the City's exposure to risk and to ensure the availability of cash to meet its expenses while still generating revenue from funds that might otherwise remain idle. The Treasurer must limit investments to those allowed by the Code of Virginia which is directly reflected in her Investment Policy.


The Treasurer's Office processes more than 9,000 real estate bills each year, prepares and mails bills to all property owners, and administers an additional billing and payment program for 198 mortgage companies. The office also bills, collects and processes personal property tax payments for more than 10,000 vehicles, as well as the tangible personal property payments from over 1,700 businesses.

In 2007, Ms Kaye introduced the Decal In Advance program. Vehicle owners residing in the City now receive their City Decals along with their Personal Property Tax bills in early September, alleviating the expense of a second mailing for Decals after the tax is paid. Not only does the Decal In Advance program save on printing and mailing expenses, but taxpayers appreciate the extra time to apply their Decals before the enforcement date of November 15<sup>th</sup>. All prior year taxes must be paid in full in order to be issued a Decal In Advance. Taxpayers who have any outstanding balance on their accounts are not issued decals until all debts are paid.

The Treasurer's Office began accepting water account (utility) payments at the counter in 2007; this popular service has increased counter traffic by about 20% since inception. The Treasurer's Office also processes payments for parking tickets, special trash pick-ups, any other miscellaneous items billed by the City or which need collection, including school accounts; as well as processing over 3,000 state income tax and estimated tax payments and billing for delinquent taxes for the Commonwealth of Virginia.

Additionally, the Treasurer's Office processes and deposits daily all receipts for the Falls Church City Schools Department of Finance as well as all of City Hall. We provide service to: the Department of Environmental Services, Mary Riley Styles Public Library, Parks and Recreation Department, The Commissioner of the Revenue, Water (Utilities) Department, Sheriff's Office, Clerk of the Court and the Falls Church City Police Department, Housing and Human Services, Department of Finance, Court Services, Aurora House, Planning Department and Urban Forestry, Zoning, City Clerk, Economic Development Office, and Human Resources.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>		
<b>GOAL</b>	To ensure the fiscal integrity of public funds and provide premier individualized customer service through superior treasury management.	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Deliver prompt, efficient, and courteous service.</li> </ul>	<ul style="list-style-type: none"> <li>Return phone calls and e-mail within one day.</li> <li>Print and mail supplemental bills within two days.</li> <li>Post deposits and payments same day received.</li> <li>Issue refunds within 10 days.</li> <li>Process Virginia State income tax refunds and estimated taxes within one day of receipt.</li> <li>Provide information to mortgage lenders within one hour of request.</li> </ul>	

<ul style="list-style-type: none"> <li>Continue to refine our relationship with the City's banking partners.</li> </ul>	<ul style="list-style-type: none"> <li>Increased efficiency of banking processes such as lockbox.</li> <li>Have taken advantage of newer banking technologies and programs resulting in greater office efficiency and faster access to deposited funds.</li> <li>Plan to have June 5, 2010 Real Estate tax bills payable on-line, with the support of IT Department.</li> </ul>
<ul style="list-style-type: none"> <li>Administer the City's tax relief/deferral programs.</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness of the City's relief and deferral programs by the City's elderly population.</li> </ul>
<ul style="list-style-type: none"> <li>Refine the technologies and options used in our collections program.</li> </ul>	<ul style="list-style-type: none"> <li>Increase revenue from faster, more efficient collection of taxes due, without increasing personnel costs.</li> </ul>

### STAFFING AND BUDGET RESOURCES

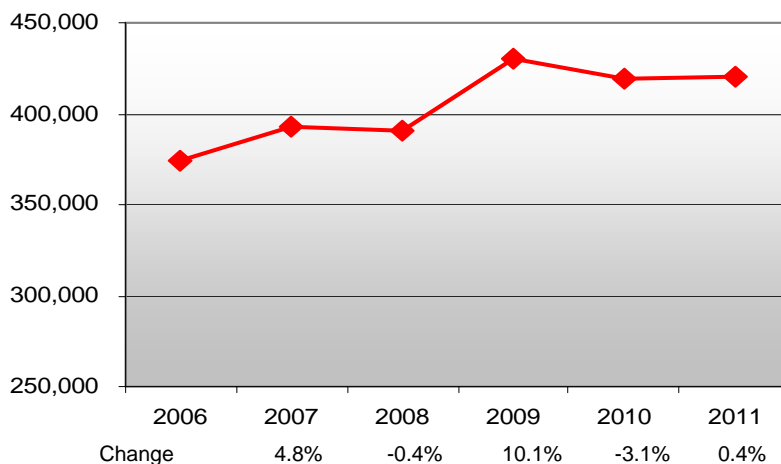
#### ADOPTED POSITIONS BY FTE – 4.00 TOTAL

- 1.00 Treasurer (Elected)
- 1.00 Chief Deputy Treasurer
- 1.00 Deputy Treasurer
- 1.00 Treasurer Assistant

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 295,870	\$ 284,367	\$ 286,235	0.66%
Benefits	69,452	69,694	73,944	6.10%
Professional and Contractual	32,603	29,000	23,000	-20.69%
Materials, Supplies, and Other	51,197	34,275	32,300	-5.76%
Capital Outlay	1,700	-	-	0.00%
Total Expenditures	450,822	417,336	415,479	0.44%
Revenues				
State Grants	84,466	82,654	68,092	-17.62%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 366,356</b>	<b>\$ 334,682</b>	<b>\$ 347,387</b>	<b>3.80%</b>

#### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:

- The increase in FY2009 is mostly due to OPEB contributions and credit card processing fees being reallocated from Administrative Services to the Treasurer's budget.

### PROPERTY TAX RELIEF PROGRAM

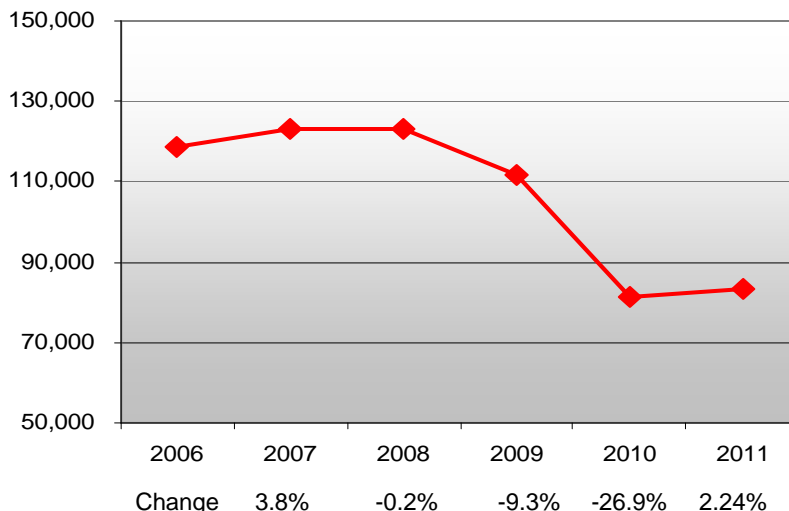
The City sponsors Real Estate Tax, Personal Property Tax, and Automobile Decal Fee Relief programs for residents who are age 65 years or older or who are permanently disabled. The goal of these programs, which target residents who have incomes less than 50 percent of the area median, is to help participants remain in their homes and/or maximize their available income.

This program is administered by the Treasurer. In 2009, the Treasurer's Office prepared and mailed 132 Tax Relief Applications received and processed 63 completed Applications, and granted Tax Relief and/or Deferral to 60 individuals. The total cost in 2009 was \$74,016.

Program	Benefit
Real Estate Tax Relief	Real Estate Tax relief through exemption and deferrals to offset the burden of tax increases and enable participants to remain in their homes.
Personal Property/Auto Decal Relief	Exempts eligible residents from the \$25 sticker fee and also exempts \$25 of personal property taxes to help offset the burden of transportation costs for very low income households, many of whom rely on disability or social security.

**ADOPTED BUDGET**

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Property Tax Relief	\$ -	\$ 81,575	\$ 83,400	2.24%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ 81,575</b>	<b>\$ 83,400</b>	<b>2.24%</b>

**ADOPTED BUDGET TREND: FY2006-2011**

**Note:**

- In previous years, Rent Relief was included as part of this program. In FY2009, Rent Relief is being included in the Public Assistance Program administered by the Housing and Human Services Division.
- The decrease in FY2010 budget reflects actual level of spending for this program for the last two fiscal years.


The Office of Voter Registration and the Electoral Board work together to conduct elections in the City in accordance with the Constitution and laws of the Commonwealth of Virginia. Duties include maintaining an accurate list of registered voters, processing and validating candidate filings, establishing polling places staffed by trained election officials, offering convenient and reliable absentee voting, holding elections, and certifying election results.

The FY2011 budget includes enough funds for two elections. In FY2011, there will be a November General Election and the possibility for a primary election in June. Most election expenses are incurred without regard to the size of the election, so city elections raise funding requirements for the Voter Registration Office by about a third every other year.

Funding for personnel working in the Office of Voter Registration and the Electoral Board come from a variety of state and local sources. The General Registrar is appointed by the Electoral Board for a four-year term. The Registrar receives a full time salary, which is paid by the City and partially reimbursed by the Commonwealth. All benefits are City benefits. The two half-time Assistant Registrars are regular City employees.

The three-member Electoral Board is appointed by the Circuit Court, based on recommendations made by the local political parties. Two members of the Board represent the political party of the current governor, while the third member represents the party that had the second highest number of votes statewide in the last gubernatorial election. The Electoral Board members serve staggered three-year terms. Electoral Board remuneration is a stipend paid by the City and reimbursed by the Commonwealth.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>		
<b>GOAL</b>	<b>To provide each qualified citizen with the opportunity to register and vote in an efficient and equitable manner while guarding the integrity of elections held in Falls Church by implementing and enforcing election laws established in the Constitution and Code of the Commonwealth of Virginia.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Maintain an accurate list of registered voters.</li> </ul>	<ul style="list-style-type: none"> <li>Process information in the VERIS hopper daily.</li> <li>Process applications and change forms within 3 days of receipt.</li> <li>Print the E&amp;V report daily and check against the previous day's work.</li> </ul>	
<ul style="list-style-type: none"> <li>Reduce voter wait time by providing short lines at the polls.</li> </ul>	<ul style="list-style-type: none"> <li>Keep lines moving efficiently by requiring that each officer of election attend a training class.</li> <li>Promote absentee voting by advertising its availability in the e-FOCUS and by advising callers and email correspondents of its availability.</li> <li>Educate voters in advance about what they will find on the ballot by publishing a sample ballot on the City web page.</li> </ul>	
<ul style="list-style-type: none"> <li>Increase voter familiarity with voting equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Have eSlate demonstration and instruction fliers available on front office counter at all times.</li> <li>Coordinate with League of Women Voters, party chairs, and other city groups to provide eSlate demonstrations at City functions (Fall Festival, Memorial Day) at least twice per year.</li> <li>Offer information about using the equipment on the City web page.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

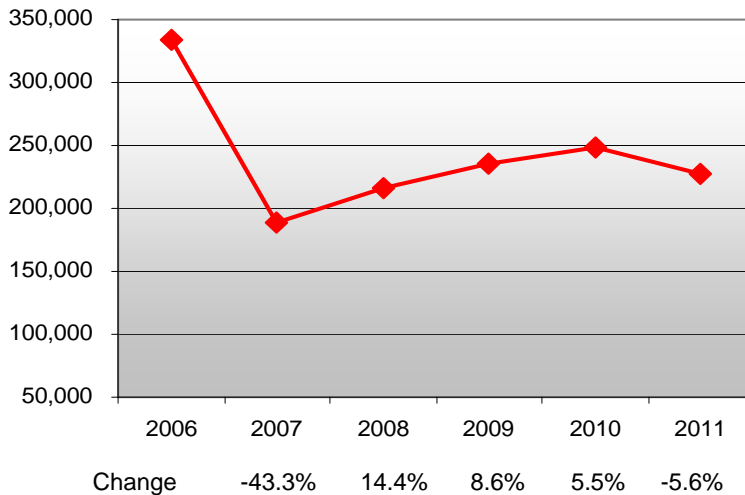
## ADOPTED POSITIONS BY FTE – 1.50 TOTAL

- 1.00 Registrar
- 0.50 Assistant Registrar

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 155,114	\$ 159,713	\$ 147,813	-7.45%
Benefits	40,517	38,493	37,654	-2.18%
Professional and Contractual	25,303	33,900	25,900	-23.60%
Materials, Supplies, and Other	16,982	15,655	15,475	-1.15%
Capital Outlay	-	-	-	0.00%
Total Expenditures	237,916	247,761	226,842	-8.44%
Revenues				
State Grants	57,537	49,085	39,268	-20.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 180,379</b>	<b>\$ 198,676</b>	<b>\$ 187,574</b>	<b>-5.59%</b>

## ADOPTED BUDGET TREND: FY2006–2011

**Note:**

- The State mandated the purchase of new voting machines, with partial state funding, in FY2006. There is a residual cost for maintenance that carries forward to FY2010 and future years.
- The increase in FY2010 includes funding for 1 additional election (City Council election in May 2010).
- The decrease in FY11 is mainly due to 1 less election being held that year and reclassification of 0.5 permanent employee to temporary status.

The Falls Church City Sheriff's Office is responsible for General District and Juvenile and Domestic Relations courtroom security, the serving of both civil and criminal papers, transporting prisoners, and conducting Sheriff's sales at the order of the Courts. The Sheriff's Office, annually, assists the Falls Church Police Department with traffic enforcement and control, walking patrol, crowd and traffic control at major events, and participating in the regional Smooth Operator Program. We receive Federal Grants to conduct Infrastructure Patrols and maintain the security of the City's water systems.

One of the primary duties of the Office is to provide security to the courts and therefore, the Office maintains security for 27 Juvenile and Domestic Relations court days and for 46 General District Court days. Annually, this Office serves approximately 3,000 court papers and transports approximately 300 prisoners from correctional facilities to courts, and then returns them to the correctional facility. As part of the Sheriff's community outreach effort, the Office fingerprints approximately 1,000 persons annually, including city residents, children and non-residents; checks and installs approximately 300 child safety seats; sponsors Operation Safe Halloween; and provides funeral escorts. The Office oversees approximately 15 evictions annually.

The Office also hosts the following programs for the residents of the City of Falls Church:

**Community Service Program:**

The Office created the Falls Church Community Service Program in December 2005. This year 41 people were assigned to the Program and completed a total of approximately 1,623 hours which included volunteering at local churches and at Sunrise Assisted Living facility, cleaning City vehicles, cleaning the courtroom and various areas of City Hall and picking up trash from the grounds of City Hall, the Community Center and Cherry Hill Park.


**Special Santa Program:**

The Sheriff, Chief Deputy Marilyn Keaton, Lt. Tom Crider and Deputy Charles Collier made a surprise visit to the Falls Church Senior Center in the middle of December. Santa and his helpers passed out a total of 42 stockings filled with treats. There were five door prize given out -- one \$100 bill, three \$50 bills and a \$40 Giant gift card. The Falls Church Police Association and various deputies donated items for the stocking stuffers and door prizes.

**Notable Reductions**

We reduced Police Supplies, Uniforms and Wearing Apparel and Vehicle and Equipment Supplies. We reduced Police Supplies by purchasing ammunition on an as-needed basis rather than keeping an inventory. We reduced Uniforms and Wearing Apparel by purchasing and replacing uniforms on an as-needed basis. We made reductions in Vehicle and Equipment Supplies because we replaced two older vehicles in FY2010.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>The Sheriff's Office is committed to providing courteous and professional service, timely service of civil process, management of court security and the safekeeping and transportation of individuals to and from detention centers, mental hospital and other institutions.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Increase technology training for staff to better meet today's technological law enforcement abilities.</li> </ul>	<ul style="list-style-type: none"> <li>All personnel will attend a technological class by September 2011.</li> </ul>
<ul style="list-style-type: none"> <li>Provide heightened court security on court days to ensure safe and orderly operation of the court.</li> </ul>	<ul style="list-style-type: none"> <li>Follow guidelines set by the National Court Security Association.</li> </ul>
<ul style="list-style-type: none"> <li>Serve all court papers in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>95% of court papers received are served within the same day.</li> </ul>

<ul style="list-style-type: none"> <li>Enhance current community oriented safety programs to reflect our diverse community.</li> </ul>	<ul style="list-style-type: none"> <li>Provide instruction to caregivers on correct installation of child safety seats.</li> </ul>
<ul style="list-style-type: none"> <li>Increase visibility in residential areas and reduce traffic violations.</li> </ul>	<ul style="list-style-type: none"> <li>Ident-A-Child program at Fall Festival.</li> <li>Issued approximately 1,609 moving motor vehicle violations, issued 100 warnings and made 58 physical arrests.</li> <li>Issued 100 parking tickets.</li> </ul>

## STAFFING AND BUDGET RESOURCES

### ADOPTED POSITIONS BY FTE – 5.375 TOTAL

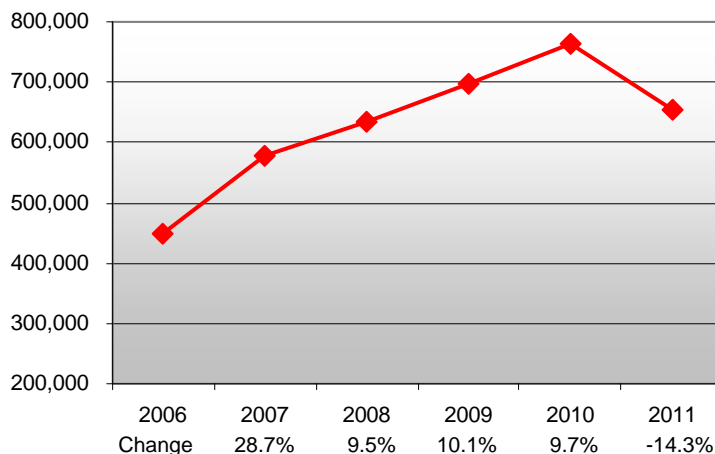
- 1.00 Sheriff (Elected)
- 2.50 Deputy Sheriffs
- 1.00 Chief Deputy Sheriff
- 0.875 Administrative Assistant

The Sheriff's Office also has one sergeant, two deputy sheriffs, and eleven reserve deputy sheriffs who assist the office on a part-time and temporary basis.

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 429,734	\$ 440,091	\$ 433,484	-1.50%
Benefits	124,401	128,204	133,187	3.89%
Professional and Contractual	16,068	12,900	12,900	0.00%
Materials, Supplies, and Other	80,152	81,720	72,408	-11.40%
Capital Outlay	7,573	101,000	2,500	-97.52%
<b>Total Expenditures</b>	<b>657,929</b>	<b>763,915</b>	<b>654,479</b>	<b>-14.33%</b>
<b>Revenues</b>				
State Grants	137,989	134,566	131,303	-2.42%
Charges for Services	91,468	96,792	96,792	0.00%
Fines	87,733	74,000	105,600	42.70%
<b>Total Revenues</b>	<b>324,312</b>	<b>305,358</b>	<b>333,695</b>	<b>9.28%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 333,617</b>	<b>\$ 458,557</b>	<b>\$ 320,784</b>	<b>-30.04%</b>

### ADOPTED BUDGET TREND: FY2006-2011



**Note:**

- A part-time Deputy position was upgraded to full time in mid-FY 2006.
- In FY2010, the Sheriff's Office replaced two vehicles.

The Commonwealth of Virginia provides district courts for the City of Falls Church. It is a state agency, which is part of the Seventeenth Judicial District. The Juvenile and Domestic Relations section has exclusive jurisdiction over offenses where complainant and defendant are related or are household members, and delinquency cases, including foster care and abuse cases. The General District Court has jurisdiction over all misdemeanor cases (City and State Codes), traffic cases, non-compliance matters with agencies such as the Alcohol Safety Action Program (ASAP). The Civil Division of the General District Court hears civil cases of limited jurisdiction (\$15,000 or less) and includes a Small Claims Division for self-represented litigants (\$5,000 or less). Mediation services are available for those cases, which occur within the corporate limits of the City of Falls Church.

The District Court Clerk's Office is the administrative arm of the court. The Clerk is the chief administrative officer and is accountable to the presiding Chief Judges of the General District and Juvenile and Domestic Relations courts for all office functions. The Clerk is responsible for the organization, managing the flow of cases through the court and, ensuring that the policies of the court are followed. Further, the Clerk is responsible for the accounting of all funds handled by the court and the proper distribution thereof. Court personnel are all state employees.

### Current Year Accomplishments

The clerk's office has made available several information pamphlets, forms, and resources in an effort to assist the public in understanding the court system. Several new computer programs were updated to assist the staff in more proficient and timely customer service. The staff, working together with the Sheriff's office staff, has improved communication and security issues during court sessions.

### Historical Data

	2002	2003	2004	2005	2006	2007	2008	2009
Traffic	6,740	7,359	9,404	9,321	6,231	5,890	10,162	10,338
Criminal	1,657	1,520	1,229	1,132	1,144	879	1,053	1,141
Civil	977	951	1,105	973	906	876	843	905
Juvenile	705	517	545	480	574	408	305	466
Domestic	194	185	203	221	217	126	102	117
Total Case Load	10,273	10,532	12,486	12,127	9,072	8,179	12,465	12,967

## STAFFING AND BUDGET RESOURCES

### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

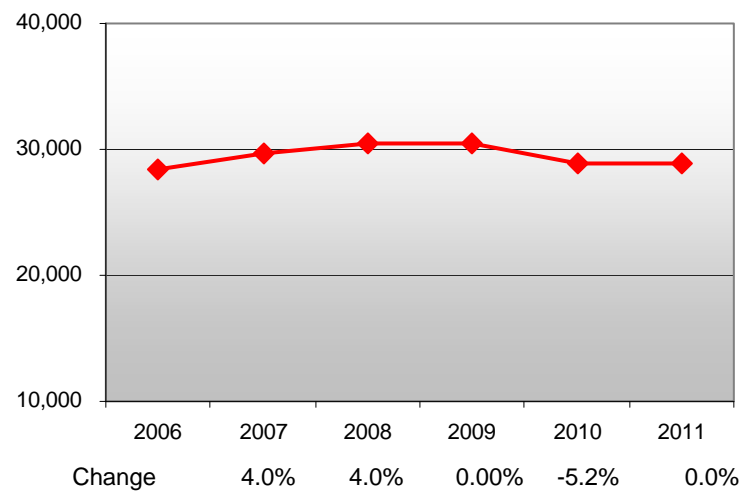
The courts have the following employees which are paid by The Supreme Court of Virginia:

- 4.00 General District Court Judges (rotating each month every Wednesday)
- 2.00 Juvenile & Domestic Relations (rotating each month 2<sup>nd</sup> & 4<sup>th</sup> Tuesdays)
- 1.00 Clerk of the Court
- 1.00 Deputy Clerk
- 1.00 Account/Deputy Clerk
- 0.50 Part-time Typist/Deputy Clerk

### ADOPTED BUDGET

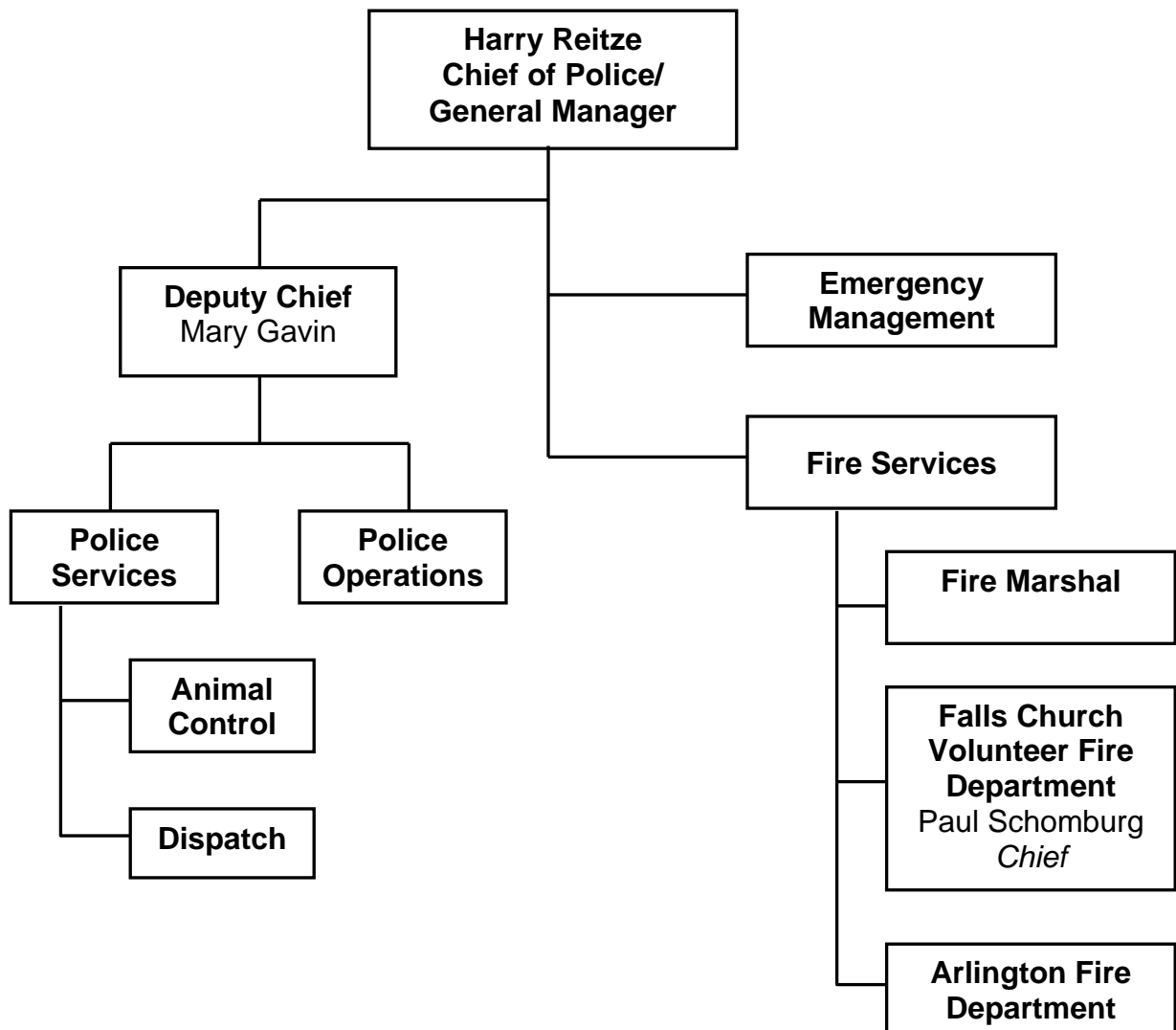
	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 14,252	\$ 15,600	\$ 15,600	0.00%
Materials, Supplies, and Other	12,763	13,331	13,331	0.00%
Capital Outlay	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 27,015</b>	<b>\$ 28,931</b>	<b>\$ 28,931</b>	<b>0.00%</b>

**ADOPTED BUDGET TREND: FY2006-2011**



## DEPARTMENT OF PUBLIC SAFETY

### ORGANIZATIONAL CHART




## **POLICE DEPARTMENT ADMINISTRATION**

The Chief of Police reports directly to the City Manager and is responsible for managing the Police Department, serving as liaison to the Arlington County and Falls Church Volunteer Fire Departments, and as Coordinator of Emergency Management. All correspondence, purchasing, budget, grants and other administrative duties are performed by the office.

Annually, the Chief manages public safety activity for the City and prepares, submits and monitors the City's public safety budget. Serving as Director of Public Safety, the Chief maintains liaison with other Public Safety Services including the Falls Church Sheriff's Office, the Arlington County Corrections Department, the Arlington County Fire Department, and the Falls Church Volunteer Fire Department, and maintains liaison with other regional, local and federal law enforcement agencies including attending Council of Government, Homeland Security, and Police Academy meetings.

## **CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>The Police Department will maintain a high degree of proficiency in our daily operations that meets the professional standards set by the Virginia Law Enforcement Professional Standards Commission. Adherence to these standards will enhance the Department's ability to fulfill its Public Safety responsibilities as outlined in the City's Comprehensive Plan.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Demonstrate successful and ongoing compliance with all necessary Accreditation standards using current year proofs.</li> </ul>	<ul style="list-style-type: none"> <li>Keep all employees briefed on the continuing need for proofs of compliance with Accreditation standards. Attend planning meetings, advise staff on policy recommendations, and collect proof documentation.</li> </ul>
<ul style="list-style-type: none"> <li>Perform a complete self assessment for updates within Fiscal Year 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Create and complete assessment materials for inspection at least twice a year.</li> </ul>
<ul style="list-style-type: none"> <li>Attend the VLEPSC Accreditation Conference and update meetings throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize conference materials to update files, officers and staff.</li> </ul>

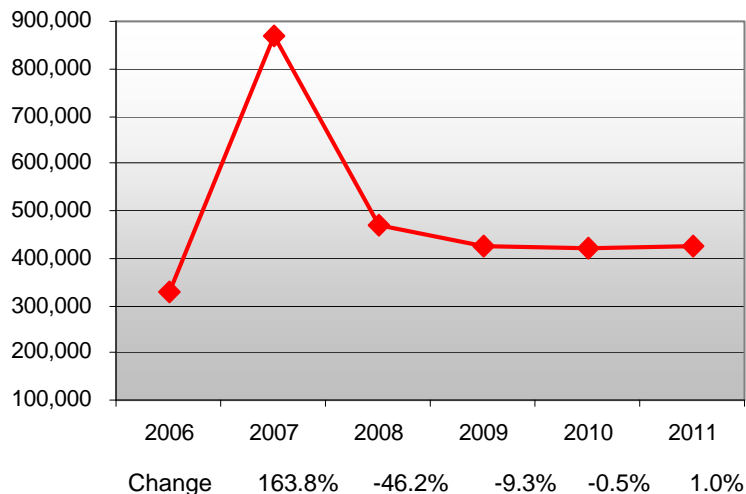
## **STAFFING AND BUDGET RESOURCES**

### **ADOPTED POSITIONS BY FTE – 2.50 TOTAL**

- 1.00 Chief of Police
- 0.50 Administrative Sergeant
- 1.00 Senior Administrative Assistant

**FY2011 ADOPTED BUDGET****DEPARTMENT OF PUBLIC SAFETY****POLICE DEPARTMENT  
ADMINISTRATION****ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 203,672	\$ 229,288	\$ 232,178	1.26%
Benefits	48,722	62,237	72,047	15.76%
Professional and Contractual	73,943	6,950	6,950	0.00%
Materials, Supplies, and Other	130,181	123,810	115,316	-6.86%
Total Expenditures	456,517	422,285	426,491	1.00%
Revenues				
Licenses, Fees, and Permits	6,978	5,600	5,600	0.00%
Federal Grants	56,363	-	-	0.00%
State Grants	-	135	135	0.00%
Total Revenues	63,431	5,735	5,735	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 393,086</b>	<b>\$ 416,550</b>	<b>\$ 420,756</b>	<b>1.01%</b>


**ADOPTED BUDGET TREND: FY2006-2011****Note:**

- Beginning FY2010, a portion of the salary of a sergeant is included in the budget to administer the accreditation program.

**RED LIGHT PROGRAM**

In FY2011, the Chief of Police will monitor and evaluate the Red Light Program. A Photo Red Light Enforcement program will be implemented in 2010 at two (2) intersections in the City. The program will be closely monitored to ensure that the incidence of serious accidents at target intersections is successfully minimized.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	Improve traffic safety through implementation of Red Light Program.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Continue implementation and evaluation of the Photo Red Light Program to ensure continued improvement in traffic safety.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or reduce incidence of serious traffic collisions at target intersections.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

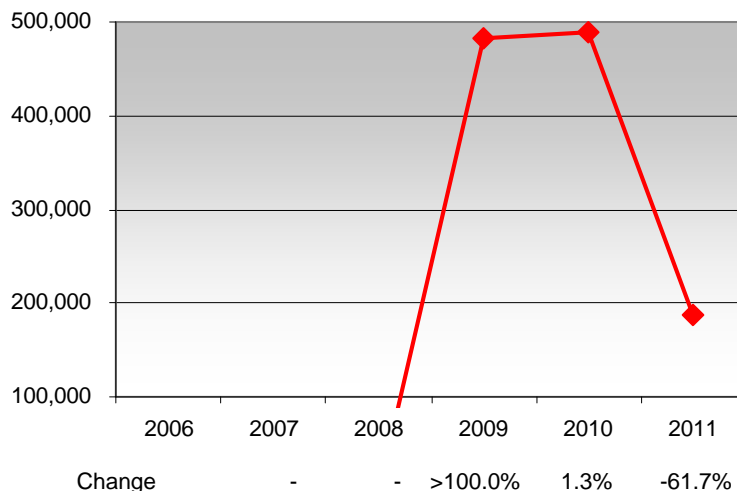
**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.50 Administrative Sergeant

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 14,199	\$ 39,311	\$ 41,701	6.08%
Benefits	1,816	7,958	10,880	-36.72%
Professional and Contractual	43,519	-	-	0.00%
Materials, Supplies, and Other	7,968	441,600	135,000	-69.43%
Total Expenditures	67,502	488,869	187,581	-61.63%
Revenues				
Fines	-	750,000	281,250	-62.50%
Total Revenues	-	750,000	281,250	-62.50%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 67,502</b>	<b>\$ (261,131)</b>	<b>\$ (93,669)</b>	<b>-64.13%</b>

**ADOPTED BUDGET TREND: FY2006-2011**



**Note:**

- The program reached its peak in FY2005 and was discontinued in compliance with State law in FY2006.
- Program is expected to have two (2) intersections functioning by the beginning of FY2011.


## POLICE DEPARTMENT – OPERATIONS

The uniformed Operations Patrol Division is the most visible of the Police Department, as they are responsible for providing and supervising the officers that patrol the City 24 hours a day, 7 days a week providing basic police services. In addition to the patrol officers, one Traffic Unit officer is assigned to work various shifts and days of the week to address the numerous traffic concerns in the City. The patrol officers provide proactive patrol and respond to complaints from citizens, investigate motor vehicle accidents and perform traffic enforcement duties.

In calendar year 2009, this Division responded to over 24,000 calls for service that did not require a written report and almost 2650 complaints that did require a written report. The patrol and traffic effort of the Division produces approximately 6631 tickets for traffic violations, made approximately 1400 arrests, responded to and investigated approximately 249 accidents, 825 alarms and issued approximately 767 tickets for parking violations. In addition, the Division provides security, public assistance and crowd control during four (4) City public events and four (4) citizen/community sponsored events.

The Operations Division participates in four (4) Regional Safety Campaigns directed at reducing aggressive driving, speeding and school zone violations and provides mandatory in-service training for Department personnel, as well as, specialized training for Department personnel as needed or requested.

## CITY VISION

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	To work collaboratively with the community in responding to reported crime and quality of life issues that affects the City and its citizenry. The Operations Division will fulfill this public safety responsibility by embracing the principles of the government service defined in the City's vision to maintain a safe, successful, vibrant community.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Proactive Patrol incorporating Community Policing techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate problem solving techniques to resolve community issues, through enforcement, intervention and prevention while working with all City agencies.</li> </ul>
<ul style="list-style-type: none"> <li>Reduce or maintain the number of reported motor vehicle accidents at CY09 level.</li> </ul>	<ul style="list-style-type: none"> <li>Average emergency response time is four minutes or less.</li> <li>All reports/evaluations completed within established time frames.</li> </ul>
<ul style="list-style-type: none"> <li>Complete all mandated training for personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Personnel have attended and completed all mandated training by June 30, 2011.</li> </ul>
<ul style="list-style-type: none"> <li>Plan, organize and coordinate all City resources on special events and large scale incidents.</li> </ul>	<ul style="list-style-type: none"> <li>Complete detailed after action reports for all public events within 45 days of the event.</li> </ul>
<ul style="list-style-type: none"> <li>Evaluate, assign and investigate all internal and external complaints on personnel and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Complete all Internal Investigations and Administrative Reviews within 45 days.</li> </ul>

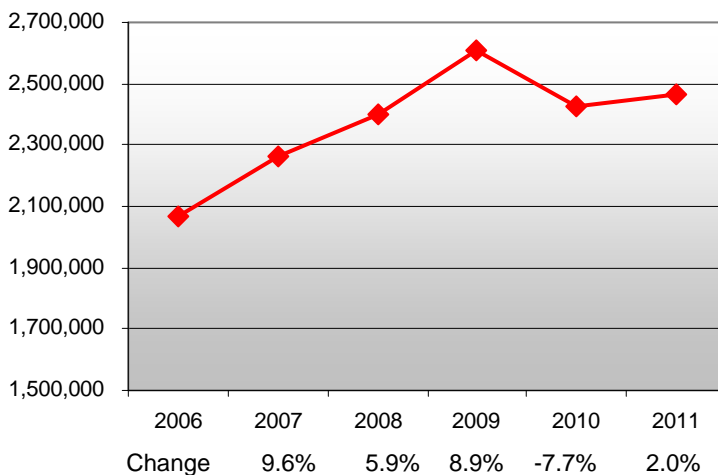
## STAFFING AND BUDGET RESOURCES

### ADOPTED POSITIONS BY FTE – 22.75 TOTAL

- 1.00 Deputy Chief
- 13.00 Uniform Patrol Officers
- 0.75 Parking Enforcement Officer
- 4.00 Sergeants
- 4.00 Corporals

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 1,556,096	\$ 1,495,479	\$ 1,462,390	-2.21%
Benefits	597,269	657,517	756,582	15.07%
Professional and Contractual	52,434	60,000	50,000	-16.67%
Materials, Supplies, and Other	199,019	195,445	188,445	-3.58%
Capital Outlay	(14,750)	-	-	0.00%
Total Expenditures	2,390,067	2,408,441	2,457,417	2.03%
Revenues				
Charges for Services	(3,170)	7,000	7,000	0.00%
Federal Grants	8,894	-	-	0.00%
State Grants	350,823	368,136	334,037	-9.26%
Fines	344,133	346,000	440,400	27.28%
Total Revenues	700,680	721,136	781,437	8.36%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,689,387</b>	<b>\$ 1,687,305</b>	<b>\$ 1,675,980</b>	<b>-0.67%</b>

**ADOPTED BUDGET TREND: FY2006-2011**

**Notes:**

- In FY2010, one police officer position was moved to Police Department Services. In addition, a police officer position has been defunded.
- In FY2010, one vacancy was not filled, but with the reorganization around the voluntary early retirements in FY2010, the vacant police officer position is anticipated to be filled by August 2010. Staffing in Operations will remain at 13.00 Uniformed Police Officers.

**POLICE SERVICES**


The Services Division provides for a School Resource Officer (SRO) and crossing guards for the schools and a Community Services Officer (CSO), conducts criminal investigations, and maintains police records and radio systems.

The SRO is assigned full time to the George Mason High School and Mary Ellen Henderson Middle School and provides community resources, crime prevention, and educational services to the students and school staff. The CSO provides home and business security surveys, coordinates the School's Crossing Guards, provides educational programs such as D.A.R.E. and G.R.E.A.T., both in the elementary and the private/parochial schools, and conducts numerous training programs for our citizens and the business community. The Criminal Investigations Unit conducts investigations on major crimes ranging from homicides and robberies to thefts and financial crimes. Annually, the Criminal Investigations Unit of the Services Division investigates approximately 130 felonies and approximately 225 misdemeanors. The Records Section, in addition to managing and organizing traffic and criminal arrest documentation using the Records Management System, provides clients with police reports, record checks for employment, and accident reports. The Records Section retrieves approximately

10,100 written reports, tickets and other similar information annually. This same staff maintains five secure computer servers and 21 secure computer terminals annually.

Collaterally, the Services Division provides over 3,200 hours of school crossing protection, maintains 20 police vehicles, and handles approximately 1,000 pieces of evidence annually.

### CITY VISION

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	The Services Division is committed to maintaining public safety through the development and deployment of effective crime prevention and education programs for the community to include children, residents, and business owners. To support the efforts of the operations division in the apprehension of offenders and the recovery of property.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Conduct thorough investigations that will lead to the apprehension of offenders and the recovery and return of stolen property.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the case closure rate for CIS at CY09 levels.</li> </ul>
<ul style="list-style-type: none"> <li>To compile records and maintain a database in order to provide analytical reports for proper distribution of services.</li> </ul>	<ul style="list-style-type: none"> <li>Expand training program for supervisors and staff in CRYSTAL reporting program.</li> <li>All records are entered in the Records Management System with minimum errors.</li> <li>Expand use of the Records Management System by producing CRYSTAL Reports of pertinent statistics.</li> </ul>
<ul style="list-style-type: none"> <li>Expand the Gang Resistance Education and Training (GREAT) classes at the Middle School.</li> </ul>	<ul style="list-style-type: none"> <li>Successful integration and completion of education programs within the schools by June 1, 2011.</li> </ul>

### STAFFING AND BUDGET RESOURCES

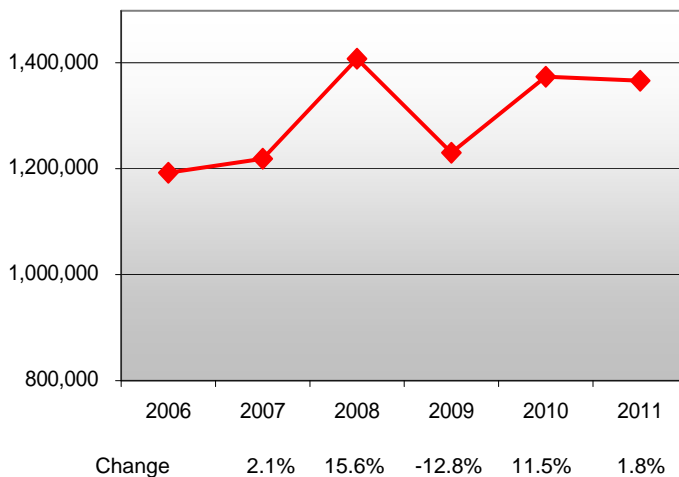
**ADOPTED POSITIONS BY FTE – 12.70 TOTAL**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1.00 Captain</li> <li>4.00 Investigators</li> <li>1.00 School Resource Officer</li> <li>1.00 Administrative Assistant</li> </ul> | <ul style="list-style-type: none"> <li>1.00 Sergeant - Investigations</li> <li>1.00 Community Services Officer</li> <li>2.70 Crossing Guards</li> <li>1.00 Senior Administrative Assistant</li> </ul> |
|---|---|

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 959,082	\$ 866,142	\$ 831,108	-4.04%
Benefits	243,439	270,473	303,666	12.27%
Professional and Contractual	48,216	110,800	110,800	0.00%
Materials, Supplies, and Other	107,166	127,574	123,374	-3.29%
<b>Total Expenditures</b>	<b>1,357,903</b>	<b>1,374,989</b>	<b>1,368,948</b>	<b>-0.44%</b>
<b>Revenues</b>				
Federal Grants	3,463	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,354,440</b>	<b>\$ 1,374,989</b>	<b>\$ 1,368,948</b>	<b>-0.44%</b>

**ADOPTED BUDGET TREND: FY2006-2011**



**Note:**

- In FY2009, the decrease is mostly due to the reallocation of staff to Emergency Management, removal of a part-time administrative position, and decrease in grant expenditures of \$80,000.
- In FY2010, one officer position was moved from Police Operations to Services. In addition, overtime requested for FY2010 was reduced 50%, or \$40,000 from FY2009. Maintenance cost of \$58,000 for the Records Management System was also moved to this cost center from IT in the Department of Administrative Services.
- In FY2010, the part time Admin Assistant accepted the retirement incentive and this position will be eliminated. Until electronic ticketing can be implemented, which should reduce the data entry workload, the Senior Admin Assistant will help cover the staffing shortage. The Administrative Sergeant will supervise the Records Unit.

## POLICE DEPARTMENT - DISPATCH

The dispatchers answer the Police Department emergency and non-emergency phones 24/7/365, the E-911 call transfer point for the City, dispatch complaints requiring police officer response, and they are the after hours contact point for the City. The dispatchers also provide after hours security for City Hall and all other City buildings, including schools, by monitoring the city fire/burglary alarm system. The dispatchers monitor the Emergency Public Safety Radio System for the Capitol Region, Weather Radio, Amber Alert System and other emergency notification systems.

Annually, the Dispatch Center answers approximately 60,000 emergency and non-emergency telephone calls and dispatches approximately 28,000 calls for service. In addition, the dispatch center maintains the criminal warrant file system consisting of approximately 400 warrants and conducts computer records checks for approximately 8,000 motor vehicles and 8,500 drivers annually.

## CITY VISION



### OUTSTANDING GOVERNMENT & PUBLIC OUTREACH

<b>GOAL</b>	<b>To provide prompt, courteous, and professional service to the public. To safely monitor and accurately communicate information to patrol officers answering and responding to calls for service. To completely document incoming calls and maintain lines of communication with local, state and national agencies.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>• During this fiscal period, reduce attrition and thus keep the cost center within its overtime budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain expenditures within allocated funding.</li> </ul>	
<ul style="list-style-type: none"> <li>• In FY2011, with full staffing, it will be a goal for the section to meet the training goals within the personnel Individual Performance Plan (IPP).</li> </ul>	<ul style="list-style-type: none"> <li>• At least two dispatchers certified as VCIN Instructors by June 2011.</li> </ul>	
<ul style="list-style-type: none"> <li>• Train all dispatchers in managing the Center during critical events.</li> </ul>	<ul style="list-style-type: none"> <li>• All communications personnel successfully complete Critical Incident training within FY2011.</li> </ul>	

**STAFFING AND BUDGET RESOURCES**

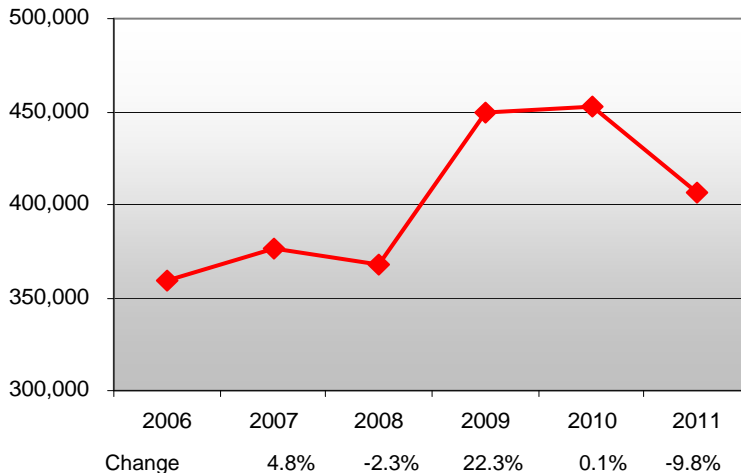
**ADOPTED POSITIONS BY FTE – 6.00 TOTAL**

- 1.00 Emergency Communications Supervisor
- 5.00 Emergency Communications Technicians

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 328,640	\$ 329,052	\$ 293,522	-10.80%
Benefits	87,356	92,127	87,548	-4.97%
Professional and Contractual	20,517	28,385	24,317	-14.33%
Materials, Supplies, and Other	1,771	500	500	0.00%
Total Expenditures	438,284	450,064	405,887	-9.82%
Revenues				
Charges for Services	2,338	-	-	0.00%
Total Revenues	2,338	-	-	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 435,946</b>	<b>\$ 450,064</b>	<b>\$ 405,887</b>	<b>-9.82%</b>

**ADOPTED BUDGET TREND: FY2006-2011**



**Note:**


- FY2009 budget reflects full funding of six (6) positions.
- In FY2010 the Supervisor of Dispatch and Records accepted the City's Retirement Incentive. The supervisor position will be filled from within the ranks. The dispatcher position will be filled at entry level, resulting in an overall budget reduction.
- For FY2011, Dispatchers will assist the Records Unit with data entry as time permits to assist in covering personnel shortages.

**ANIMAL CONTROL**

The Animal Control Officer handles all cases involving domestic and wild animals in the City. The City receives calls on a daily basis concerning animals running at large, animal cruelty, animal bites, nuisance wildlife and rabies concerns. The Animal Control Officer receives approximately 30 phone calls per day, answers between 750-800 calls for service each year and secures approximately 350 animals per year. Additionally, the Animal Control Officer maintains the Animal Control Division and vehicle, maintains all necessary/mandated logs, contacts, written reports and handles administrative matters concerning the division.

The Animal Control Officer also conducts educational programs for City Schools and civic associations, provides public information and outreach regarding serious or dangerous animal diseases and maintains and instructs a comprehensive "Animal Control Field Training Program" for all Police Department personnel. The Animal Control Officer also maintains state certification as an Emergency Communications Technician for the Police Department and is called upon on regular basis to perform that duty.

## CITY VISION

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	An emergency/disaster sheltering plan for the domestic animals/pets of Falls Church City will be developed for City residents in accordance with the Federal Emergency Management Agency mandate. A plan will be in place and jurisdictions in the Metropolitan region will be able to work together in the event of an emergency.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop the animal sheltering plan with the Falls Church City Coordinator of Emergency Services to coincide with the overall disaster/sheltering plan for the citizens of Falls Church City.</li> </ul>	<ul style="list-style-type: none"> <li>To review and evaluate a finalized plan to assist Falls Church City residents who have pets in their households and other Metropolitan Animal Control agencies in the event of a disaster or evacuation situation.</li> <li>Continue to implement the public service campaign to educate the public in how to prepare their pets for an emergency evacuation or disaster situation that will include press releases, preparedness literature, website information, etc.</li> </ul>

## STAFFING AND BUDGET RESOURCES

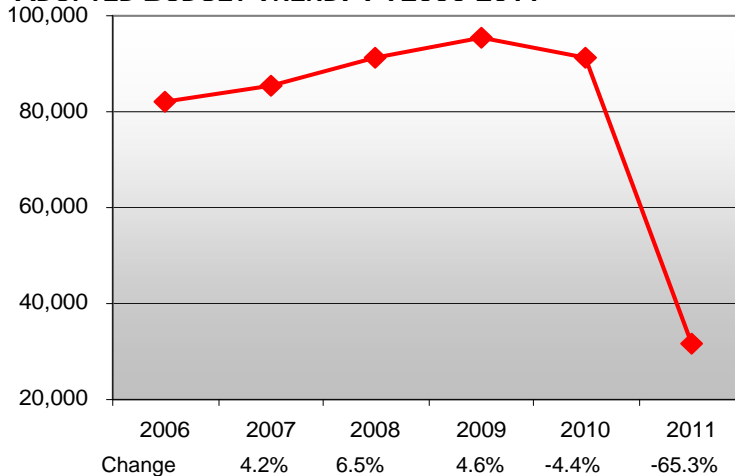
### ADOPTED POSITIONS BY FTE – .40 TOTAL

- 0.40 Animal Control Officer

### ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 66,566	\$ 64,964	\$ 25,986	-60.00%
Benefits	21,722	22,806	2,288	-89.97%
Professional and Contractual	1,825	2,500	2,500	0.00%
Materials, Supplies, and Other	202	810	810	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 90,315</b>	<b>\$ 91,080</b>	<b>\$ 31,584</b>	<b>-65.32%</b>

**ADOPTED BUDGET TREND: FY2006-2011**



**Note:**


- Increases through FY 2009 were due to salary increases and the cost of impounding animals.
- In FY2010, the Animal Control Officer accepted the City's Retirement Incentive and will retire effective 06/30/2010. In FY2011, the Animal Control Officer will become a temporary employee working an average of 16 hours per week. The Animal Control Officer will conduct follow-up on all animal related cases, and perform all administrative duties. Due to the considerable reduction in hours, calls for service will be handled by Patrol Officers in addition to their regular duties.

## EMERGENCY MANAGEMENT

This office ensures that the City Emergency Operations Plan, Continuity of Operation Plan and Evacuation Plan are reviewed and updated according to City Code. In addition, the staff who has this function as a collateral duty, coordinates and will attend the monthly Council of Governments Emergency Services Managers' Meetings, attend the state mandatory training for Emergency Services Coordinators, maintain and update the Emergency Operations (OPS) Plan for the City. This office also receives and distributes materials from the Virginia Department of Emergency Management on emergency preparedness to city and school departments, and maintains City Emergency Operations Center (EOC) in a "ready condition" in case of an emergency and the Center must be activated.

The Chief of Police serves as the Coordinator of Emergency Management and coordinates all of these activities. The City Manager is the Director of Emergency Management and when an emergency occurs, the Manager, with the senior staff, directs the response of the City work force and, if needed, regional, state and federal resources.

## CITY VISION

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	The goal of the Emergency Operations Division is to continue to update and review all emergencies plans and add, change or revise them as necessary. As part of this process to involve the City staff and City residents in the process.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Review the City OPS Plan with appropriate city and school staff.</li> </ul>	<ul style="list-style-type: none"> <li>Materials on Emergency Preparedness distributed to City departments and information included on the Police Information Network on Channel 12.</li> </ul>
<ul style="list-style-type: none"> <li>Conduct one Tabletop Exercise for the City.</li> </ul>	<ul style="list-style-type: none"> <li>One regional exercise completed on July 24, 2009. One Functional Exercise completed on December 17, 2009. A local and regional exercise should be completed by June 2011.</li> </ul>
<ul style="list-style-type: none"> <li>Advise what Emergency Management Training is needed for city staff and citizens.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to train City staff on the operations/capabilities of WebEOC Program.</li> </ul>

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Advise all emergency personnel what training is needed in the National Incident Management System (NIMS), Incident Command System (ICS) and Unified Command (UC).</li> </ul> | <ul style="list-style-type: none"> <li>Advise City staff what training is needed to be fully compliant with Federal and State requirements for NIMS, ICS and UC. NIMS Compliance Officer hired under grant for training and exercises.</li> </ul> |
|---|---|

## STAFFING AND BUDGET RESOURCES

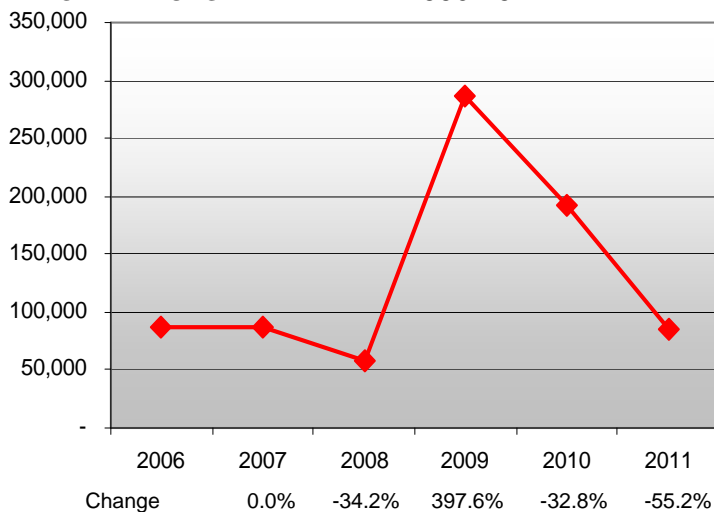
### ADOPTED POSITIONS BY FTE – 1.00 TOTAL

- 0.50 Emergency Management Coordinator

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 101,237	\$ 112,464	\$ 22,500	-79.99%
Benefits	18,034	26,505	10,211	-61.48%
Materials, Supplies, and Other	36,363	38,425	38,425	0.00%
Capital Outlay	19,790	15,000	15,000	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 175,424</b>	<b>\$ 192,394</b>	<b>\$ 86,136</b>	<b>-55.23%</b>

### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:

- FY2009 budget increased mostly due to the transfer of two positions from Police Operations and Police Services.
- FY2010 decrease is due to the elimination of one Deputy Coordinator
- This position is expected to be replaced on a half time basis with the new FTE position of Fire Marshal.

## FIRE SERVICES – ARLINGTON COUNTY

The Office of the Chief of Police, by contract, coordinates with the Arlington County Fire Department and Volunteer Fire Department to provide 24/7/365 fire and rescue services at the Falls Church Fire Station #6. Arlington County has 30 fire fighters and emergency medical services personnel, assigned to the Falls Church Fire Station. Additionally, under the existing contract, the Arlington County Fire Department provides Fire Marshal and HAZMAT Services for the City. The Fire Marshal's office inspects businesses concerning fire code regulations for the City and the officers have law enforcement powers to conduct arson investigations. The contract saves the City considerable money by utilizing the resources of Arlington County.

Annually, the Arlington Fire/EMS responds to approximately 5,400 calls and approximately 25 HAZMAT calls.

### STAFFING AND BUDGET RESOURCES

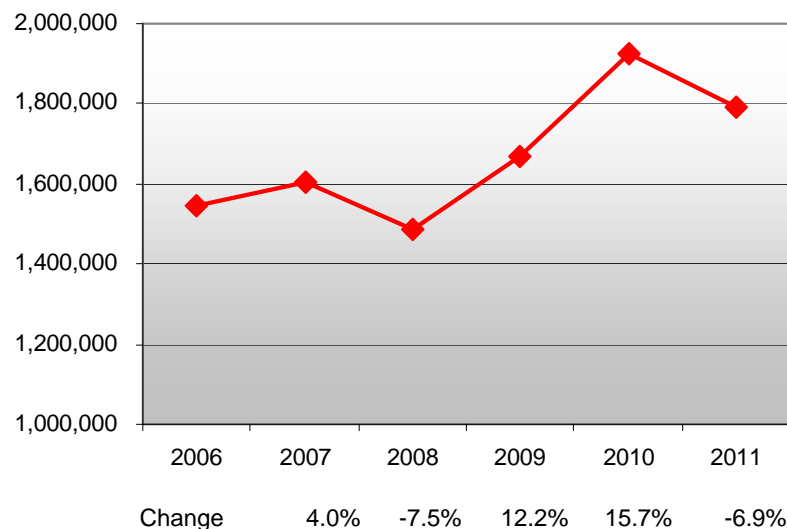
#### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Contract with Arlington County provides for 30 fire fighters.

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 1,665,976	\$ 1,927,118	\$ 1,793,467	-6.94%
Total Expenditures	1,665,976	1,927,118	1,793,467	-6.94%
Revenues				
State Grants	24,603	-	14,000	-
Charges for Services	339,220	250,000	260,000	4.00%
Total Revenues	363,823	250,000	274,000	9.60%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,302,153</b>	<b>\$ 1,677,118</b>	<b>\$ 1,519,467</b>	<b>-9.40%</b>

#### ADOPTED BUDGET TREND: FY2006-2011


**Note:**

- \$100,000 in fire station improvements in FY2007 from pay-as-you-go funding.
- FY2010 increase is due to funding by Arlington County of other post-employment benefit liabilities.

## **FALLS CHURCH VOLUNTEER FIRE DEPARTMENT**

The mission of the Falls Church Volunteer Fire Department (FCVFD) is to aid in the preservation of life and property. This mission is completed in cooperation with the City of Falls Church government and the Arlington County Fire Department. During the calendar year 2009, the volunteers participated and contributed in a myriad of functions related to the public safety of the citizens of the greater Falls Church community. This participation can be allocated to four major areas:

### **Apparatus Staffing and Emergency Response**

Personnel contributed over 6,600 hours in 2009 staffing fire and rescue apparatus. During those hours, 1,384 emergency responses were logged. The Department maintains between 50 and 55 operational members. Members supplement the Arlington personnel on the primary apparatus and operate independently on volunteer-staffed ambulances, pumpers and support vehicles. The FCVFD owns a pumper, two ambulances, utility vehicle and canteen unit.

Members routinely support a number of public events with emergency medical technicians and firefighters. Those events include but are not limited to:

- Downtown Falls Church New Year's Eve Celebration
- Falls Church Memorial Day 3K Fun Run and Parade
- Falls Church Independence Day Fireworks
- Marine Corps Marathon
- Yorktown and Bishop O'Connell High School Football Games
- Taste of Falls Church
- Tinner's Hill Blues Festival

### **Training**

Personnel spent over 6,500 hours preparing for emergency operations in 2009. Training included structural firefighting, emergency medicine, emergency vehicle operations, tactical rescue, and hazardous materials response. A number of personnel completed officer and instructor level courses. Much of the training received is accredited by the Virginia Department of Fire Programs and the Virginia Office of Emergency Medical Services. The Department has developed many of its own instructors and conducts training programs internally, providing for a significant cost savings in training delivery.

### **Administration**

Fire prevention, public education and the business functions of the Department accounted for over 5,700 hours of membership activity in 2009. The FCVFD hosted 82 children's birthday parties, 17 community events in the leased space on the 2<sup>nd</sup> floor of the fire station in 2009. Additionally, the Arlington County Fire Department utilized the space on more than 50 occasions.

The Volunteer Fire Chief is responsible for the planning and execution of City of Falls Church funds budgeted to the Volunteer Fire Department as detailed herein. This funding is used primarily for non-discretionary items directly relating to the provision of fire and EMS services in the City of Falls Church, including but not limited to: vehicle insurance, fuels, apparatus and equipment repairs, and facility maintenance.

In addition to the financial support provided by the City of Falls Church, the Volunteer Fire Department solicits contributions from citizens living in areas commonly served by the station. The proceeds of these efforts are used to augment the Fire Department mission in otherwise unfunded areas. In 2008, the Volunteer Fire Department purchased a new advanced life support ambulance and a utility vehicle at a cost of more than \$300,000.

## CITY VISION



## NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE

<b>GOAL</b>	<b>Provide the highest level of customer service to the citizens of our community.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Expand online internet presence with the utilization of free services, such as Facebook, to strengthen community outreach efforts and enable citizens to locate available services such as free smoke detector installation, CPR instruction, and fire safety presentations.</li> </ul>	<ul style="list-style-type: none"> <li>Website content updated by March 20, 2011.</li> </ul>	
<ul style="list-style-type: none"> <li>Perform fire prevention and safety inspections of residences at the request of local citizens.</li> </ul>	<ul style="list-style-type: none"> <li>100% of citizen requests fulfilled.</li> </ul>	
<b>GOAL</b>	<b>Expand opportunities for children and adults to obtain comprehensive fire prevention and safety information.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Maintain a community CPR and First Aid effort and schedule at least one community CPR class.</li> </ul>	<ul style="list-style-type: none"> <li>At least one community CPR class is completed by December 31, 2010, as certified by the American Heart Association (AHA).</li> </ul>	
<ul style="list-style-type: none"> <li>Maintain the growth and maturity of the Community Emergency Response Team (CERT) program in the City of Falls Church. Provide initial training to citizens who join the CERT organization so that each are certified and prepared to serve in the event of disaster.</li> </ul>	<ul style="list-style-type: none"> <li>Perform at least one CERT class for new members by June 30, 2011.</li> </ul>	
<b>GOAL</b>	<b>Continue to strengthen the quality of our membership through retention, development and morale preservation efforts</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Add training materials from company and county drills to the organization intranet, when possible.</li> </ul>	<ul style="list-style-type: none"> <li>100% of available training materials are posted on organization intranet every fiscal year.</li> </ul>	
<ul style="list-style-type: none"> <li>Request and document exit interviews with all members that leave the Department. Identify lessons learned for future retention efforts.</li> </ul>	<ul style="list-style-type: none"> <li>25% of exit interviews are completed and documented</li> <li>Year-end report summarizing lessons learned through exit interviews provided within 30 days of end of fiscal year.</li> </ul>	
<ul style="list-style-type: none"> <li>Encourage that each member complete a state or nationally recognized training course each year.</li> </ul>	<ul style="list-style-type: none"> <li>25% of members completed at least one training course by June 30, 2011.</li> </ul>	
<ul style="list-style-type: none"> <li>Identify and locally host two Virginia Department of Fire Programs (VDFP) classes annually that will enhance the Department's operational proficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Host two VDFP classes by June 30, 2011.</li> </ul>	
<b>GOAL</b>	<b>Provide world class apparatus that makes us uniquely useful and valuable to the community.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Update the apparatus plan for the department rolling stock to include acquisition, rehabilitation and disposal of all apparatus.</li> </ul>	<ul style="list-style-type: none"> <li>Apparatus plan updated by March 30, 2011.</li> </ul>	
<b>GOAL</b>	<b>Provide superlative training for FCVFD members.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Maintain a personalized training plan for each operational member of the Department. This plan</li> </ul>	<ul style="list-style-type: none"> <li>100% of members have individualized training plans provided to them during their annual</li> </ul>	

**FALLS CHURCH VOLUNTEER FIRE DEPARTMENT**

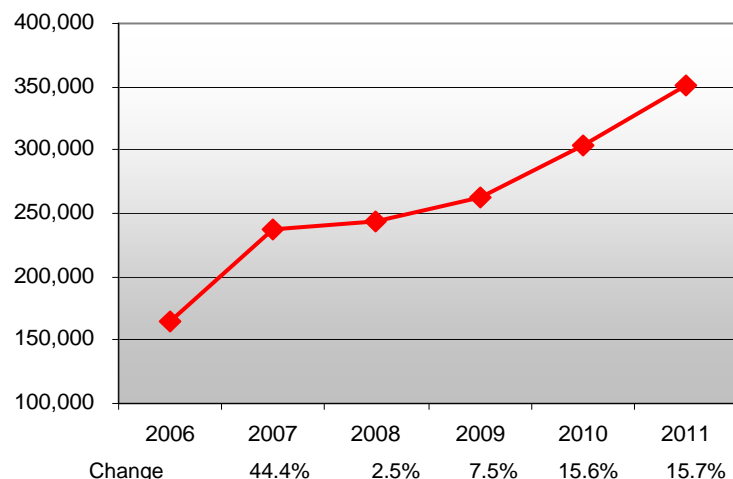
will be created and updated with input from the member as part of the annual evaluation process.	evaluations.
<ul style="list-style-type: none"> <li>Utilize outside expertise to conduct training drills. Seek to provide at least two drills or lectures annually using outside expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Perform at least two drills or lectures annually using outside expertise.</li> </ul>
<ul style="list-style-type: none"> <li>Recruit and encourage individuals to certify as instructors in the following disciplines:                             <ul style="list-style-type: none"> <li>American Heart Association CPR</li> <li>HazMat</li> <li>Virginia Department of Fire Programs EVOC</li> <li>EMT Instructor</li> <li>Virginia Department of Fire Programs Instructor I</li> <li>NFPA 1403.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>By June 30, 2011, the following certifications are maintained, at a minimum:                             <ul style="list-style-type: none"> <li>6 instructors for CPR</li> <li>3 instructors for Hazmat</li> <li>3 instructors for Virginia Department of Fire Programs EVOC</li> <li>2 instructors for EMT</li> <li>6 instructors for Virginia Department of Fire Programs Instructor I</li> <li>6 instructors of NFPA 1403</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Have the FCVFD conduct or participate in live structure fire burn.</li> </ul>	<ul style="list-style-type: none"> <li>FCVFD conducts or participates in at least one live structure fire burn per year.</li> </ul>

**STAFFING AND BUDGET RESOURCES**
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

The FCVFD currently has 55 Volunteer Members.

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 19,412	\$ 95,600	\$ 170,600	78.45%
Materials, Supplies, and Other	124,043	154,800	179,800	16.15%
Capital Outlay	19,648	52,524	-	-100.00%
Total Expenditures	163,102	302,924	350,400	15.67%
Revenues				
State Grants	-	52,524	-	-100.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 163,102</b>	<b>\$ 250,400</b>	<b>\$ 350,400</b>	<b>39.94%</b>


**ADOPTED BUDGET TREND: FY 2006-2011**

**Note:**

- The increase in FY2007 from FY2006 reflects expenditures for grant funds received.
- The increase in FY2010 from FY2009 reflects costs now being charged by Arlington County for the repairs and maintenance of vehicles and emergency equipment.
- Increase from FY2010 to FY2011 is mainly due to account for payment to Arlington County for maintenance of vehicle and fuel costs for FY2009.

## FIRE MARSHAL SERVICES

Beginning in FY2011, the City will provide fire marshal services directly to its citizens. In prior years, these services were provided by Arlington County. The newly created Fire Marshal position will also be assuming duties of the Emergency Management Coordinator.

### CITY VISION

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	To maintain a continued quality of building fire safety plan review and inspection to ensure the safety of our new and aging buildings.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>To assist the Building Safety Division in achieving and maintaining the highest Insurance Service Organization rating</li> </ul>	<ul style="list-style-type: none"> <li>Successfully complete the ISO evaluation in August 2010.</li> </ul>
<ul style="list-style-type: none"> <li>To see that all building fire safety inspections adhere to the preventive maintenance inspection program</li> </ul>	<ul style="list-style-type: none"> <li>Maintain all required training and certifications to perform inspections and investigations.</li> </ul>

### STAFFING AND BUDGET RESOURCES

**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.50 Fire Marshal

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ -	\$ -	\$ 22,500	-
Benefits	-	-	10,211	-
Materials, Supplies, and Other	-	-	10,850	-
Total Expenditures	-	-	43,561	-
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	\$ -	\$ -	\$ 43,561	-

## ADULT CORRECTION SERVICES

In addition, the ADC houses prisoners for the City and provides outreach services with Offender Aid and Restoration Services (OAR), a private, nonprofit organization offering community-managed programs aimed at restoring offenders in Arlington, Falls Church and Alexandria. Through alternative sentencing options, OAR assists in reducing the overcrowding of the local adult and juvenile detention facilities. Community Services Program (CSP) staff members interview, place and often directly supervise referrals from all Court levels, as well as adult and juvenile probation offices. Each year, approximately 1,100 individuals provide at least 34,000 hours of community service, sometimes continuing to volunteer or receive employment with their work sites. Jail based programs include life skills, 12 step groups, mentoring, tutoring and employment classes. After release, the Employment and Transition Services (ETS) staff work with clients on transitional and employment issues, as well as make referrals for substance abuse, mental and physical health and other needed treatment.

## STAFFING AND BUDGET RESOURCES

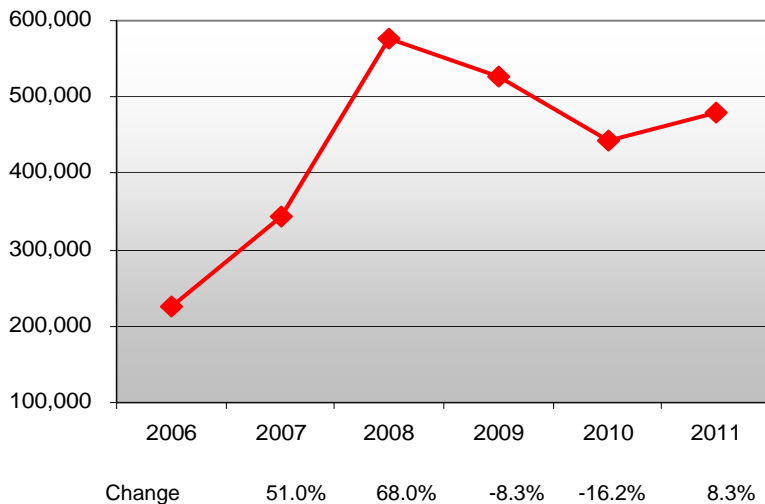
### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Contract with Arlington County for Adult Detention Services (ADC)

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 527,648	\$ 442,202	\$ 479,024	8.33%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 527,648</b>	<b>\$ 442,202</b>	<b>\$ 479,024</b>	<b>8.33%</b>

### ADOPTED BUDGET TREND: FY 2006-2011

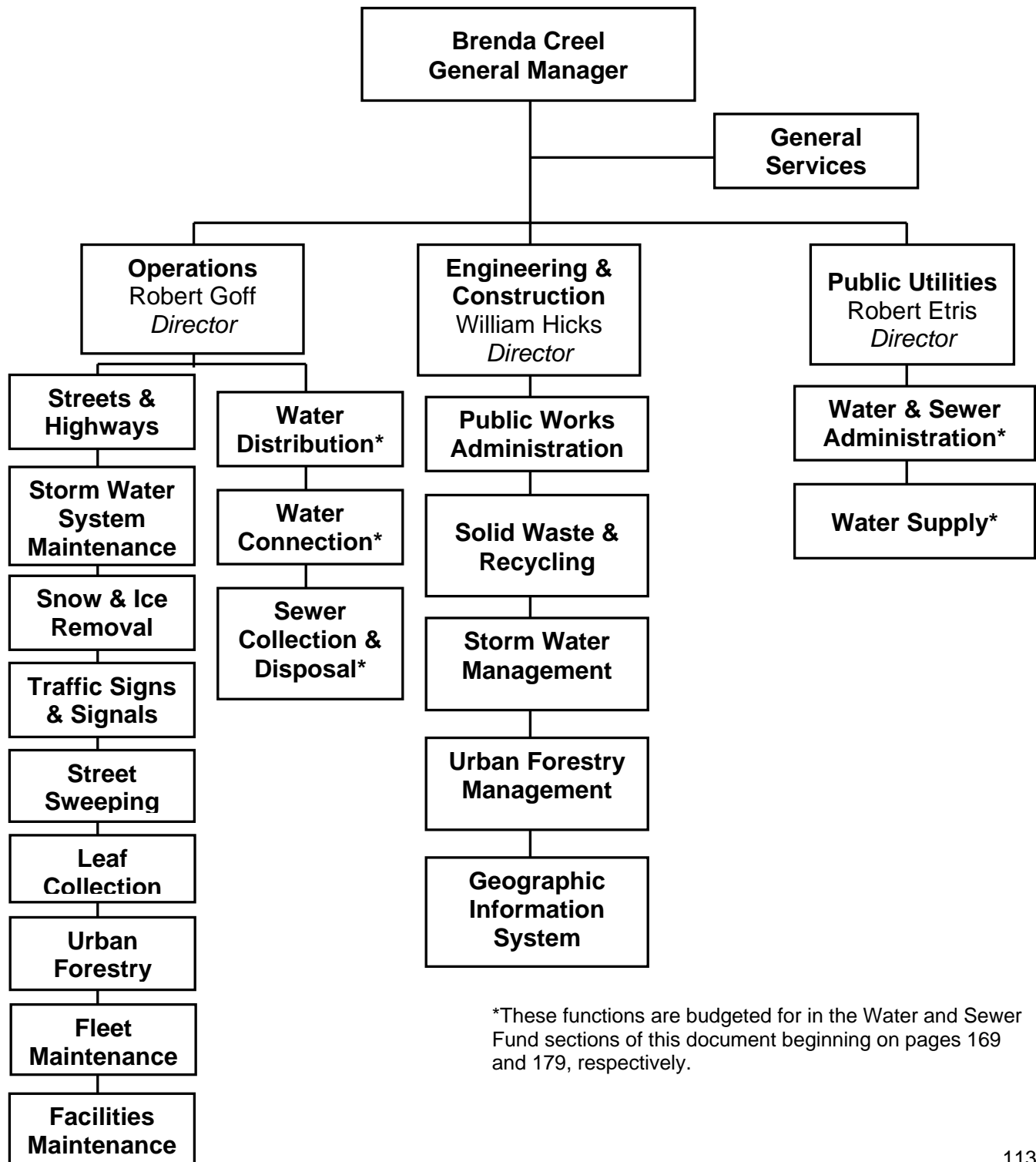


**Note:**

- Cost decreases and increases in this cost center are driven by the number of individuals held in the Adult Detention Center.

# DEPARTMENT OF ENVIRONMENTAL SERVICES

## ORGANIZATIONAL CHART

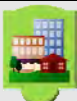


## PUBLIC WORKS ADMINISTRATION

The Department of Environmental Services provides planning, engineering and administration support for the City's public works efforts. These efforts focus on the City's transportation network, solid waste infrastructure, mapping, and various environmental programs, including the City's climate and energy initiative. In addition, the department regulates construction activity through engineering plan review and site inspections. The City's capital improvements and other construction projects are managed by this department.

In FY2011, GIS service is being moved from the Planning Division to this department. In addition, the permitting process is being reorganized from this department to the Planning Division.

### CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Provide efficient, coordinated plan review and inspection for engineering components associated with development and uses in the City's rights-of-way.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Perform engineering component review in a seamless manner associated with the City's permitting program.</li> </ul>	<ul style="list-style-type: none"> <li>Perform review of submittals within expected time frame.</li> <li>Maintain a consistently rated Erosion and Sediment Control Program.</li> <li>Maintain a consistently rated Chesapeake Bay Program</li> </ul>
<b>GOAL</b>	<b>Provide engineering and project management services to ensure a systematic and coordinated approach to identification, design and construction of capital projects for the City.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Timely implementation of the City's CIP plan and other City construction projects.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 95 percent of CIP projects are completed on time and within budget.</li> </ul>

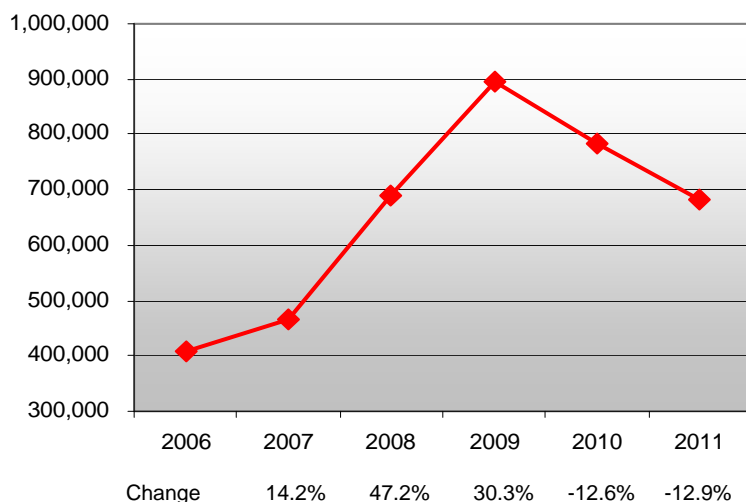
### STAFFING AND BUDGET RESOURCES

#### ADOPTED POSITIONS BY FTE – 6.00 TOTAL

- 0.25 General Manager, Department of Environmental Services
- 0.25 Engineering Director
- 1.25 Civil Engineer
- 1.00 GIS Programmer
- 1.50 E&S Inspectors
- 0.25 Contracts Manager
- 1.50 Senior Administrative Assistant

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 428,604	\$ 487,074	\$ 410,157	-15.79%
Benefits	109,962	129,755	116,451	-10.25%
Professional and Contractual	50,859	112,875	114,375	1.33%
Materials, Supplies, and Other	33,520	40,228	41,761	3.81%
Capital Outlay	-	13,892	-	-100.00%
Total Expenditures	622,945	783,824	682,744	-12.90%
Revenues				
Licenses, Fees, and Permits	108,188	110,852	110,852	0.00%
Charges for Services	498	1,000	3,500	250.00%
Fines	-	500	-	-100.00%
Other Grants and Contributions	-	126,392	-	0.00%
Total Revenues	108,686	238,744	114,352	1.78%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 514,259</b>	<b>\$ 545,080</b>	<b>\$ 568,392</b>	<b>4.28%</b>

**ADOPTED BUDGET TREND: FY2006-2011**

**Notes:**

- Increase in FY2007 reflects transfer of funds for erosion and sediment control inspectors approved in FY2006 budget; costs to reconfigure City Hall parking lot entrance; and cost to carry out structural repairs to the library.
- Increase in FY2008 reflects salary and benefits reallocations from the water fund and funding for a new Civil Engineer position to provide additional plan review, construction site supervision and complaint resolution services generated by new commercial and residential development and environmental initiatives.
- FY2009 includes developer funded position to manage the City Center development.
- FY2010 decrease reflects the elimination of Urban Environmental Inspector position (a temporary part-time position) and reallocation of funding for Erosion and Sediment Inspectors to the Water Fund.
- FY2011 reflects the relocation of the permits counter and associated staff to the Department of Development Services, as well as the relocation of GIS Services from the Department of Development Services.

**SOLID WASTE & RECYCLING**


The Department of Environmental Services manages solid waste for the City including the following services:

- Weekly curbside collection of refuse, bundled brush, yard waste and recyclables
- By request, special residential collection of bulk items, metal products and white goods
- Refuse and recycling collection for all municipal facilities including street cans
- Management of the City's recycling center
- Sponsoring several City wide events including the Recycling Extravaganza, Household Hazardous Waste Event, and City-wide cleanup events.

In performing these tasks the City annually collects approximately 5,933 tons of solid waste. This includes 2,302 tons of refuse and 3,631 tons of recyclable materials. Collected materials are either disposed of at approved facilities or marketed to potential end-users (e.g., recyclables). The City's recycling program diverts material from the waste stream, thereby generating revenues and reducing waste disposal costs. This economic benefit is in addition to the related environmental stewardship benefits. Recyclable materials include those collected curbside (green bin program, yard waste, brush and leaves), at the Recycling Center and at the Recycling Extravaganzas. Through the robust nature of the City's recycling service and outreach to its residents, the City enjoys the highest waste diversion rate (recycling rate) in Virginia. Beginning in late FY2010, the City has outsourced all curbside collection, save loose leaf collection in the fall.

Recycling, along with refuse collection, transfer and disposal, is governed by the City's integrated solid waste management plan. The plan highlights the need for increased source reduction, reuse and recycling to decrease the amount of waste generated in the City. This program also supports litter prevention activities and solid waste management initiatives. Approximately 150 citizen volunteers provide support to the program.

### CITY VISION

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Reduce amount of solid waste generated by government, businesses and residents through effective recycling and reuse programs and education.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Maintain or exceed a residential recycling rate of 50 percent.</li> </ul>	<ul style="list-style-type: none"> <li>Reach a 50% waste diversion rate.</li> <li>Conduct 2 community recycling events and 2 community cleanup events annually.</li> </ul>
<ul style="list-style-type: none"> <li>Enhance business recycling efforts through a targeted outreach program.</li> </ul>	<ul style="list-style-type: none"> <li>Provide at least 1 direct mailing to all City businesses regarding recycling requirements and benefits is done by June 30, 2011.</li> </ul>
<b>GOAL</b>	<b>Implement best management practices as identified in the City's Solid Waste Management Plan.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Meet priority objectives of Solid Waste Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>If approved by Council, implement variable rate for refuse services by June 30, 2011.</li> </ul>
<b>GOAL</b>	<b>Maintain a clean and healthy community through timely and efficient refuse and yard waste collection services, and through solid waste code enforcement.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Collect refuse, yard waste, and bundled brush weekly.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure 95 percent of route pickups are performed on schedule.</li> </ul>
<ul style="list-style-type: none"> <li>Enforce solid waste code.</li> </ul>	<ul style="list-style-type: none"> <li>Inspect refuse collection weekly for solid waste code violations and initiate enforcement measures per code requirements.</li> </ul>

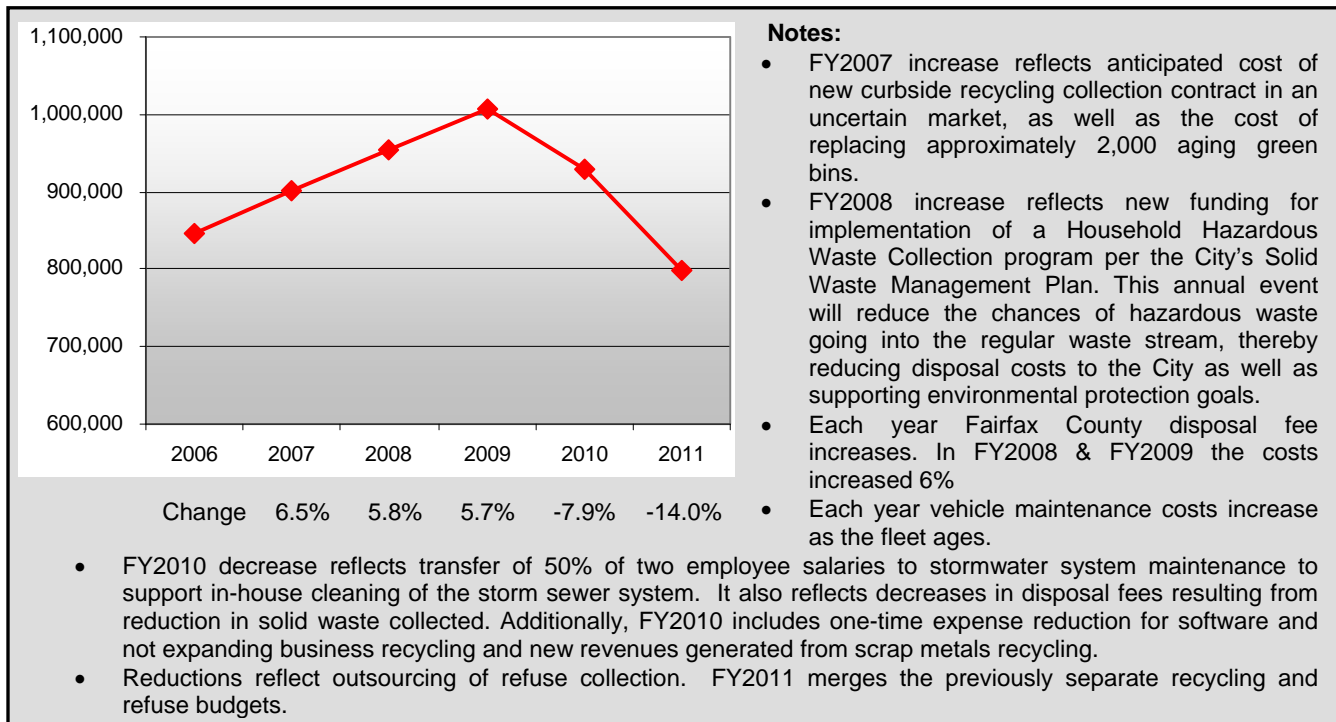
### STAFFING AND BUDGET RESOURCES

#### ADOPTED POSITIONS BY FTE – 1.00 TOTAL

- 1.00 Environmental Programs Specialist

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 310,858	\$ 306,914	\$ 70,607	-76.99%
Benefits	124,202	118,039	15,519	-86.85%
Professional and Contractual	389,024	418,423	695,233	66.16%
Materials, Supplies, and Other	68,600	78,920	14,396	-81.76%
Capital Outlay	8,646	4,938	2,000	-59.50%
Total Expenditures	901,330	927,234	797,755	-13.96%
Revenues				
State Grants	6,336	4,938	2,000	-59.50%
Charges for Services	79,217	38,950	72,000	84.85%
Other Grants and Contributions	1,813	-	-	0.00%
Total Revenues	87,366	43,888	74,000	68.61%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 813,964</b>	<b>\$ 883,346</b>	<b>\$ 723,755</b>	<b>-18.07%</b>

**ADOPTED BUDGET TREND: FY2006-2011**



## STORM WATER SYSTEM MAINTENANCE

The Department of Environmental Services manages, maintains and repairs the City's storm water conveyance system. The system includes 140,000 linear feet of storm drain, 1,400 appurtenances and 8,100 feet of stream channel in the Four Mile Run and Tripps Run watersheds. In order to maintain this network, the City must comprehensively clean each storm drain line every year. Maintenance costs are being reduced by bringing cleaning and repair programs in house.

The City's storm water system has aged or was built with insufficient conveyance capacity and, consequently, in many parts of the City fails to adequately carry a 2-year storm event (that storm with a 50% chance of occurring during any given year). The City is addressing these critical needs through a comprehensive conditions assessment and planned infrastructure upgrades. A long-term funding source for these system improvements has not yet been identified. City staff utilize industry best practices in watershed and storm water management to inform decisions regarding maintenance and improvements to the system and related programs.

In addition to ongoing maintenance and repair work, the Department leads other related efforts to more effectively manage rainwater to reduce flooding and improve water quality. Moreover, City staff administer various programs and activities in order to comply with an array of related regulations that include the Federal Clean Water Act (e.g., National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Permit, Total Maximum Daily Load (TMDL)) and the Federal Emergency Management (FEMA) Flood Insurance Program where the City actively participates in the Community Rating System (CRS) to provide a flood insurance discount for its residents.

### CITY VISION

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Improve the performance of the storm water system to reduce flooding through effective maintenance, system upgrades, and best management practices.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop an implementation plan to address deficiencies and identify funding sources for system improvements and environmental enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a city-wide Watershed Management Plan by December 2010.</li> <li>City crews inspect and clean approximately 1,400 storm structures and 140,000 linear feet of storm sewer pipe annually.</li> <li>City crews remove an estimated 300 tons of debris from the system annually and complete priority point repairs as needed.</li> </ul>
<b>GOAL</b>	<b>Adopt and implement best management practices to reduce volume and improve quality of storm water runoff.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Meet annual NPDES requirements to improve water quality and reduce runoff and pollutant loading.</li> </ul>	<ul style="list-style-type: none"> <li>Inventory all water quality Best Management Practices (BMPs) as required by MS4 permit.</li> <li>Meet MS4 permit requirements for municipal operations.</li> <li>Publish at least 8 articles and conduct at least 8 community/school presentations related to watershed education by June 30, 2011.</li> </ul>

## STAFFING AND BUDGET RESOURCES

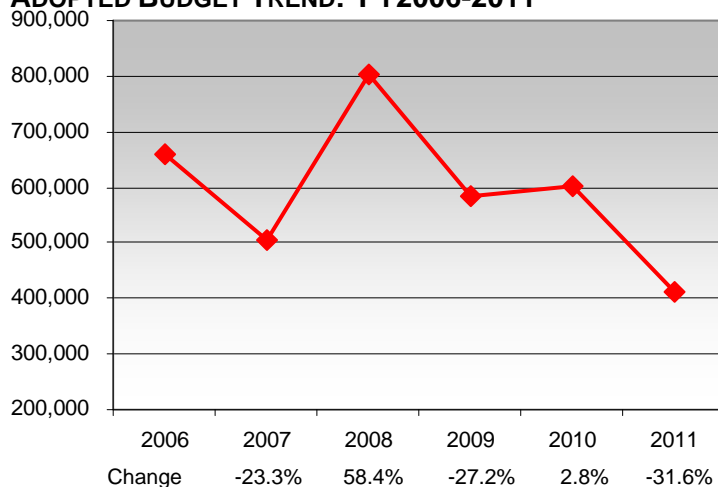
## ADOPTED POSITIONS BY FTE – 1.20 TOTAL

- 0.50 Engineering Director
- 0.10 Operations Director
- 0.10 Assistant Operations Director
- 0.50 Civil Engineer
- Employees are assigned from the Highways, Streets & Sidewalks crews as needed.

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 135,926	\$ 169,622	\$ 149,220	-12.03%
Benefits	37,823	55,625	48,622	-12.59%
Professional and Contractual	189,230	255,000	95,500	-62.55%
Materials, Supplies, and Other	2,330	22,000	19,000	-13.64%
Capital Outlay	11,169	98,000	98,000	0.00%
Reserves	-	-	-	0.00%
Total Expenditures	376,478	600,247	410,342	-31.64%
Revenues				
Federal Grants	-	150,000	-	-100.00%
State Grants	9,596	-	-	0.00%
Total Revenues	9,596	150,000	-	-100.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 366,883</b>	<b>\$ 450,247</b>	<b>\$ 410,342</b>	<b>-8.86%</b>

## ADOPTED BUDGET TREND: FY2006-2011




## Notes:

- Cost center established in FY2006.
- FY2007 decrease reflects the transfer of storm water system repairs to the Capital Improvements Program.
- FY2008 increase reflects reallocation of salaries and benefits from the water fund, and funds for continued contracted cleaning and point repairs to the system.
- FY2009 reflects a reduction in contracted services for the cleaning and point repairs for the system as a result of the repairs done in FY2006 and FY2007.
- FY2010 budget include reductions due to service change from contracted cleaning/repairs to use of in-house crews and equipment. It also includes a one-time federal grant for the daylighting of pipe streams.
- FY2011 budget reductions reflect moving the Federal STAG grant for daylighting streams to the City's Capital Improvements Program budget.

## HIGHWAYS, STREETS, AND SIDEWALKS

The Department of Environmental Services manages the construction and maintenance of all City streets, including street paving and repairs, curb and gutter replacement, and sidewalk repair and construction. Approximately 425 linear feet of curb and gutter are replaced annually, along with approximately 550 square yards of sidewalk. City crews use approximately 500 tons of asphalt annually to repair City streets. In addition, approximately 2 lane miles of a total 72 lane miles are resurfaced each year under contract. The City receives funding from the Virginia Department of Transportation to offset a portion of these costs. Crews also provide leaf collection, City street light maintenance, storm sewer maintenance, facilities maintenance and emergency assistance, such as snow removal and clean up from severe weather events, as necessary.

### CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Promote safe travel conditions for pedestrians and drivers through timely street and sidewalk maintenance.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Implement annual asset management plan, including preventative maintenance, rehabilitation and resurfacing to ensure that at least 90 percent of City streets are in good or excellent drivable state.</li> <li>Implement enhanced sidewalk inspection and repair program to ensure that at least 90 percent of City sidewalks are in good or excellent walkable state.</li> </ul>	<ul style="list-style-type: none"> <li>Rate road and sidewalk conditions by March 1, 2011.</li> <li>Initiate annual paving projects by April 30, 2011.</li> <li>Initiate repair projects by June 30, 2011.</li> </ul>

### STAFFING AND BUDGET RESOURCES

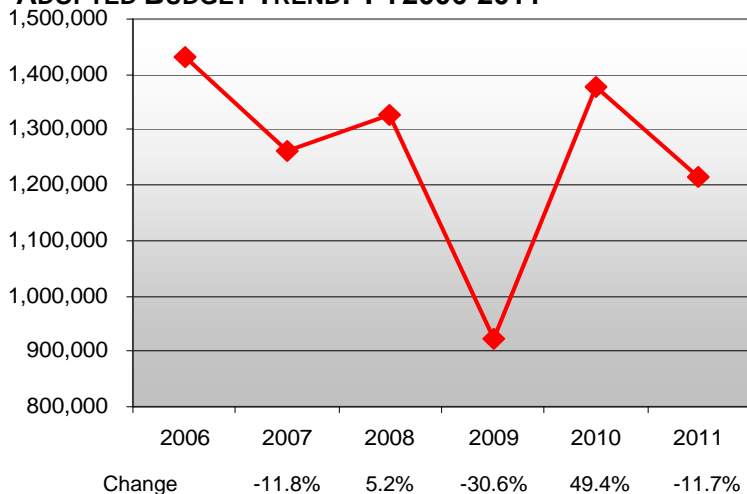
#### ADOPTED POSITIONS BY FTE – 12.80 TOTAL

- 0.15 Director of Operations
- 0.15 Assistant Director of Operations
- 4.00 Senior Maintenance Worker
- 1.00 Senior Equipment Operator
- 1.00 Senior Crew Leader
- 3.00 Maintenance Workers
- 1.00 Crew Leader
- 1.00 Equipment Operator
- 0.50 Environmental Services Technician
- 1.00 Maintenance Technician

#### ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 507,821	\$ 509,599	\$ 411,264	-19.30%
Benefits	198,273	207,512	177,475	-14.47%
Professional and Contractual	546,468	512,800	430,700	-16.01%
Materials, Supplies, and Other	124,878	146,570	196,052	33.76%
<b>Total Expenditures</b>	<b>1,377,440</b>	<b>1,376,481</b>	<b>1,215,491</b>	<b>-11.70%</b>
<b>Revenues</b>				
State Grants*	221,063	68,166	91,362	34.03%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,156,377</b>	<b>\$ 1,308,315</b>	<b>\$ 1,124,129</b>	<b>-14.08%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Notes:

- FY2006 increase reflects costs for additional street signs and street repairs, increased street paving, and increased vehicle maintenance costs.
- FY2007 decrease reflects the transfer of storm water related repair and maintenance costs to the Storm Water System Maintenance cost center and reallocation of certain salary costs to the Leaf Collection cost center per new cost accounting measures.
- FY2008 includes additional overtime funds for Watch Night.
- FY2009 decrease reflects transfer of street paving to the General Fund CIP and the FY2010 increase reflects the reclassification of that expenditure back to General Fund operations.
- FY2011 decrease reflects cuts to the Property Yard Open House, striping of municipal parking lots and street paving.

## STREET SWEEPING

The Department of Environmental Services manages the street sweeping contract. Street sweeping, required by the City's MS4 permit, reduces the volume of pollutants entering local streams through the City's 900 storm drain openings, the cost of storm sewer cleaning efforts, and the chance of blockages in the system. Using a tandem sweeping method, the first sweep picks up large, visible objects (paper, cans, cigarette butts and other large debris), while the second sweep vacuums fine particulate matter. In 2008 the street sweepers kept 600 tons of debris from entering the storm sewer systems and local streams.

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 65,000	\$ 65,000	\$ 36,667	-43.59%
Total Expenditures	65,000	65,000	36,667	-43.59%
Revenues				
State Grants	65,000	65,000	36,667	-43.59%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	\$ -	\$ -	\$ -	0.00%


## Notes:

- FY2011 decrease reflects both a new lower-priced contract, and a 30 percent reduction in service.

## SNOW AND ICE REMOVAL

The Department of Environmental Services, using City crews and private contractors, provides for the timely removal of snow/ice from City streets and public parking lots to ensure safe travel for citizens and emergency equipment. Approximately 450 tons of salt are laid down annually to combat severe weather conditions. Crews plow and/or treat 72 lane miles with each complete pass through the City.

### CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	Ensure safe travel for the public and emergency equipment.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Effectively implement the City's snow plan to ensure safe travel conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Snow/ice removal is initiated within two hours of start of event 100 percent of the time.</li> </ul>

### STAFFING AND BUDGET RESOURCES

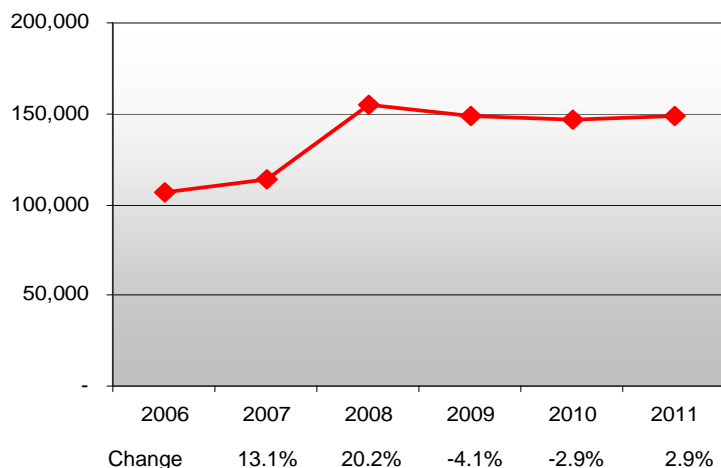
#### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Employees are assigned from the Highways, Streets & Sidewalks crews as needed.

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 54,759	\$ 63,000	\$ 63,000	0.00%
Benefits	12,897	15,592	15,110	-3.09%
Materials, Supplies, and Other	37,784	65,400	70,071	7.14%
Total Expenditures	106,039	143,992	148,181	2.91%
Revenues				
State Grants	100,955	139,992	144,181	2.99%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 5,084</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>0.00%</b>

#### ADOPTED BUDGET TREND: FY2006-2011




#### Notes:

- Increase in FY2006 reflects costs for new snow removal contract for municipal parking lots.
- Increase in FY2007 for new snow removal equipment, plows, sanders, and a new salt contract.
- Increase in FY2008 reflects increased costs for contracted snow removal.

## TRAFFIC SIGNS AND SIGNALS

The Department of Environmental Services manages the construction/maintenance of all traffic control devices, traffic lane/directional markings, traffic signs and intersection signals within the City limits. Asset inventory includes 29 traffic signals, 142 City-owned streetlights, and more than 1,000 street signs. Traffic signal maintenance is performed under contract, and streetlight/traffic sign maintenance is performed by City staff. The City receives funding from the Virginia Department of Transportation to offset a portion of these costs.

### CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	Ensure reliable operation of traffic control devices and street lights to promote public safety.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Assess contractor performance quarterly to ensure satisfactory results under the contract.</li> </ul>	<ul style="list-style-type: none"> <li>Traffic control devices and street lights are operational at least 95 percent of the time.</li> </ul>

### STAFFING AND BUDGET RESOURCES

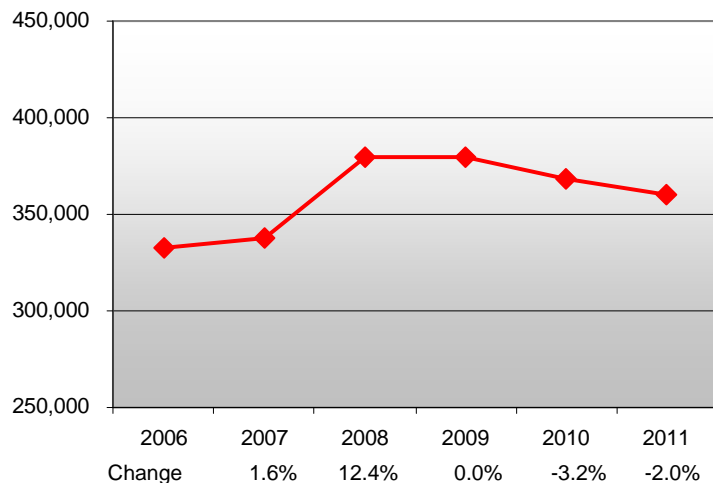
#### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Traffic Signals – contracted services.
- Traffic Signs – employees are assigned from the Highways, Streets & Sidewalks crews as needed.
- Street Lights – City owned only - Employees are assigned from the Highways, Streets & Sidewalks crews as needed. Other street lights are owned and maintained by Dominion Virginia Power.

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ -	\$ -	\$ 15,000	-
Benefits	-	-	5,519	-
Professional and Contractual	137,325	128,000	110,000	-14.06%
Materials, Supplies, and Other	203,899	240,000	230,000	-4.17%
Capital Outlay	1,156	-	-	0.00%
<b>Total Expenditures</b>	<b>342,380</b>	<b>368,000</b>	<b>360,519</b>	<b>-2.03%</b>
<b>Revenues</b>				
State Grants	341,224	368,000	360,519	49.23%
Other Grants and Contributions	1,156	-	-	-100.00%
<b>Total Revenues</b>	<b>342,380</b>	<b>368,000</b>	<b>360,519</b>	<b>-2.03%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

## ADOPTED BUDGET TREND: FY2006-2011


**Notes:**

- FY2005 includes cost to install a pedestrian traffic signal at Lee and Broad streets and a traffic light at Annandale Road and Hillwood Avenue.
- FY2008 increase reflects potential cost increases to maintenance service contract.
- FY2011 reduction reflects savings in electricity costs by converting traffic signals to LED bulbs, and removal of traffic signal video camera detector funds.

## LEAF COLLECTION

The Department of Environmental Services provides collection, transport and disposal of all leaves raked to the curb by residents during the designated leaf collection season, approximately October 15 to December 15. City crews as well as seasonal employees provide these services. After collection, leaves are ground up in a large mulching machine and made available to residents. Approximately 1,124 tons of leaves are collected annually.

## CITY VISION

 <b>ENVIRONMENTAL HARMONY</b>		
<b>GOAL</b>	<b>Promote a healthy community and environment by providing leaf collection and mulching services.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>• Provide convenient and timely curbside collection of leaves and brush.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete leaf collection as scheduled, weather permitting.</li> <li>• Disseminate public education materials and collection schedules through a variety of media by October 1, 2009.</li> </ul>	
<ul style="list-style-type: none"> <li>• Offer high quality mulch to residents and municipal facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer mulch to residents by April 1, 2010.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

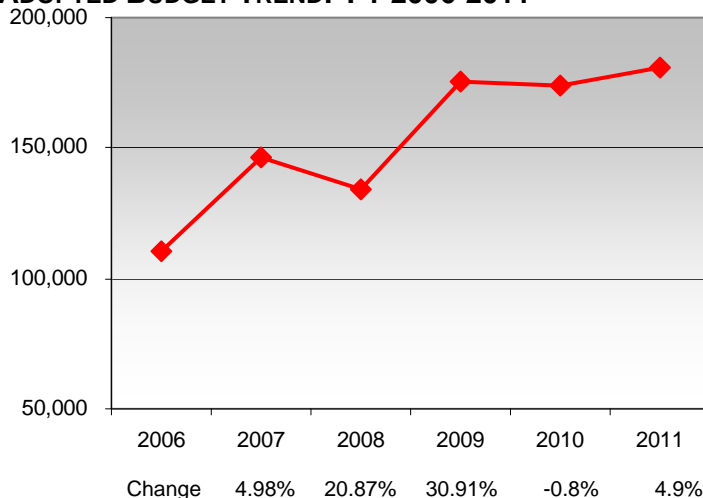
## ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Employees are assigned from crews. Temporary labor is also used.

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 81,209	\$ 96,600	\$ 96,600	0.00%
Benefits	26,247	32,242	33,553	4.07%
Professional and Contractual	21,686	27,000	27,000	0.00%
Materials, Supplies, and Other	10,223	16,200	23,318	43.94%
Total Expenditures	139,365	172,042	180,471	4.90%
Revenues				
State Grants	127,365	158,842	167,271	5.31%
Charges for Services	-	3,700	-	
Total Revenues	127,365	162,542	167,271	2.91%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 12,000</b>	<b>\$ 9,500</b>	<b>\$ 13,200</b>	<b>38.95%</b>

## ADOPTED BUDGET TREND: FY 2006-2011



## Notes:

- FY2007 increase reflects reallocation of salaries across cost centers for this activity. The Highway, Streets, and Sidewalks cost center has been reduced by like amount.
- FY2007 also reflects increased costs related to the maintenance and repair of aging equipment.
- FY2009 increase reflects costs to maintain equipment and hire temporary help for leaf collection.

## GENERAL SERVICES

The Department of Environmental Services provides for the repair/maintenance of the City's municipal facilities. This function is currently performed in house. Efforts continue to explore options to outsource this function to a private contractor. Services include the maintenance and repair of City Hall, Community Center, Library, Aurora House, Cherry Hill Farmhouse, and Property Yard. City owned vacant properties are also maintained pending decisions regarding disposition. Fire Station #6 will continue to be maintained under the current partnership with Arlington County facilities maintenance staff.

If outsourced, contractor responsibilities will include managing, operating, maintaining, and providing building engineering services. Except as required by the City, the contractor will procure all materials, supplies, equipment, and labor necessary to maintain and repair City facilities. Further, the contractor will implement a system to receive, record, and track all service and trouble reports. Performance results will be specified in the contract.

The City's "green" municipal facilities program and climate and energy initiative are administered under separate cost center.

## CITY VISION



## OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH

GOAL	Maintain safe, fully functional, and energy efficient City facilities for employees and citizens.	
OBJECTIVES	KEY PERFORMANCE MEASURES	
<ul style="list-style-type: none"> <li>Implement a cost-effective preventive and corrective contracted maintenance program that meets identified performance goals.</li> </ul>	<ul style="list-style-type: none"> <li>Provide monthly reports regarding contractor program performance.</li> </ul>	
<ul style="list-style-type: none"> <li>Use opportunities of new purchases and construction/renovation of municipal facilities to implement green technology.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and adopt policies for municipal green building requirements by June 2011.</li> <li>Develop and implement energy efficiency program for public facilities by June 2011.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

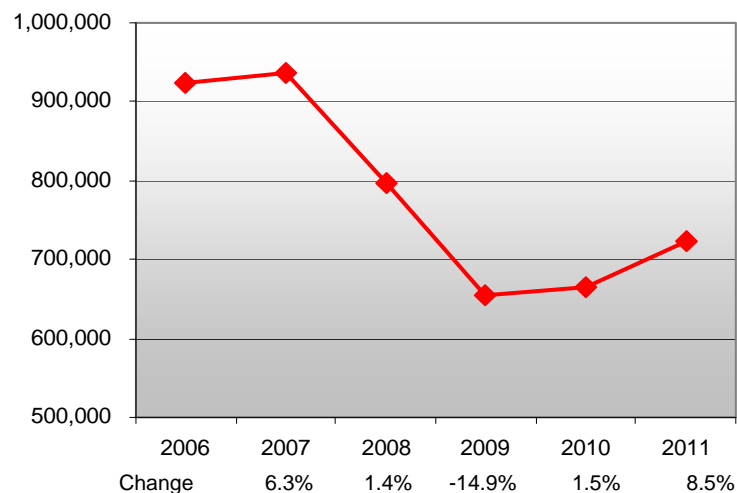
## ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Contracted services
- Employees assigned from crews as needed

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 3,796	\$ -	\$ 94,400	-
Benefits	377	-	36,208	-
Professional and Contractual	343,208	523,177	407,393	-22.13%
Materials, Supplies, and Other	186,977	142,357	184,042	29.28%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 534,359</b>	<b>\$ 665,534</b>	<b>\$ 722,043</b>	<b>8.49%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Notes:


- The FY2006 decrease reflects the transfer of certain costs to the Capital Improvements Program.
- The reductions in FY2008 and FY2009 reflect estimates for contracted services for the maintenance of the City buildings.
- FY2011 increase reflects allocation of staff to this function. Funds for repairs and maintenance have been reduced and will result in reduced services.

## FLEET MAINTENANCE

The Department of Environmental Services provides routine annual maintenance and repair of City owned motor vehicles and off-road equipment. City personnel perform repairs and maintenance to approximately 78 motor vehicles yearly, with the exception of major transmission overhauls and other specialized functions.

City, school, fire, and rescue vehicles pump approximately 112,000 gallons of alternative fuels E10 gasoline and B20 bio-diesel annually. City vehicle purchases and operation are guided by the City's "Green Fleet" policy, with the goal to reduce air pollution and greenhouse gas emissions.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Maintain and repair City vehicles and equipment to ensure a safe, reliable and energy efficient fleet for City, school and emergency operations.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Ensure that total fleet is operational 90 percent of the time.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to all requests for motor vehicle services within 24 hours at least 90 percent of the time.</li> <li>Secure Mechanic's Automotive Service Excellence (ASE) certification/recertification as a master mechanic by June 30, 2011.</li> </ul>
<ul style="list-style-type: none"> <li>Fully utilize the capabilities of new fleet maintenance software.</li> </ul>	<ul style="list-style-type: none"> <li>All fleet employees participate in continuing education on the Fleet Maintenance Software.</li> </ul>

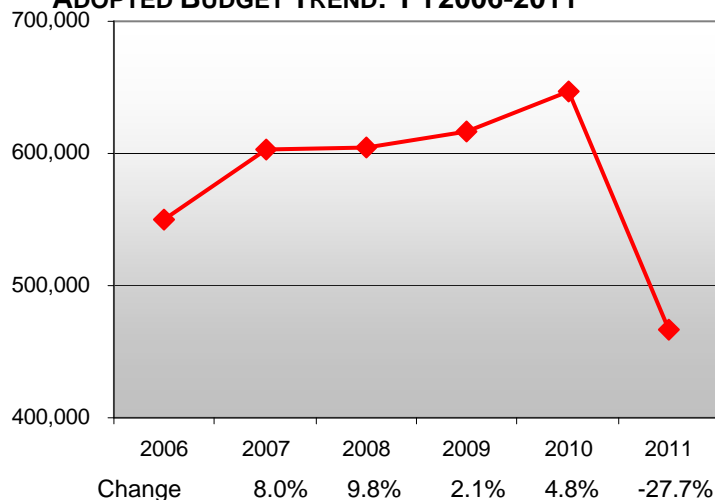
## STAFFING AND BUDGET RESOURCES

### ADOPTED POSITIONS BY FTE – 4.00 TOTAL

- 2.00 Mechanics
- 1.00 Auto Parts Specialist
- 1.00 Vehicle Maintenance Supervisor

### ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 244,088	\$ 241,772	\$ 232,190	-3.96%
Benefits	72,737	75,740	83,550	10.31%
Professional and Contractual	107,945	71,500	71,500	0.00%
Materials, Supplies, and Other	249,056	157,382	79,897	-49.23%
Capital Outlay	-	100,000	-	-100.00%
<b>Total Expenditures</b>	<b>673,827</b>	<b>646,394</b>	<b>467,137</b>	<b>-27.73%</b>
<b>Revenues</b>				
Federal Grants	-	100,000	-	-100.00%
Charges for Services	299,480	667,188	398,000	-40.35%
<b>Total Revenues</b>	<b>299,480</b>	<b>767,188</b>	<b>398,000</b>	<b>-48.12%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 374,347</b>	<b>\$ (120,794)</b>	<b>\$ 69,364</b>	<b>-157.24%</b>

**ADOPTED BUDGET TREND: FY2006-2011**

**Notes:**

- Each year reflects rising fuel and parts costs.
- FY2007 increase reflects costs to purchase two replacement truck beds.
- FY2010 decrease due to the removal of four (4) vehicles from the fleet.
- The increase in charges for services in FY2010 is due to 2 fiscal years of fleet maintenance costs from the Water and Sewer Funds. In previous years, recovery of the cost is completed 2 fiscal years later. In FY2010, the City implemented current year recovery for these costs City-wide.
- The increase in FY2010 expenditures is due to a federal grant the City received for the purchase of hybrid vehicles.
- In FY2011, the labor rate charged to other departments is being increased, resulting in reduction of expenditures. In addition, FY2011 reflects removal of FY10 federal grant funds.


## URBAN FORESTRY

Beginning in FY2011, the Department of Environmental Services will house the City's Urban Forestry Division. Guided by an overall vision to sustain and enhance a livable community with a sustainable, healthy urban forest, the Urban Forestry Division administers urban forestry policies and practices for the City. Through a comprehensive approach to planning, implementation and management of the urban forest the division coordinates with citizens, concerned organizations, other City divisions, and the business community to accomplish its mission.

Specific tasks include:

- Review private development plan and permit applications
- Address and respond to urban forest related issues
- Provide communication and outreach to the citizens of Falls Church in regards to the Urban Forest including providing expertise in sustainable tree care practices as well as coordinating with the schools for local Arbor Day celebrations.
- Lead the City in design and landscaping practice for the City's public spaces, facilities and streetscape.
- Staff the Tree Commission, Neighborhood Tree Program (NTP), the Healthy Habitat program and the Growing Green program
- Apply for re-certification under the national "Tree City USA" program.

## CITY VISION

 <b>A SPECIAL PLACE</b>	
<b>GOAL</b>	<b>Create a clear and distinct visual aesthetic identity that differentiates the City.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Create and maintain attractive and distinct entranceways and commercial corridors to the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a tri-yearly pruning schedule of vegetation at public locations.</li> <li>• Replace all trees and vegetation that is removed by the next growing season.</li> </ul>



## ENVIRONMENTAL HARMONY

<b>GOAL</b>	<b>Create and implement community education and educational programs on best management practices that achieve environmental harmony.</b>		
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>		
<ul style="list-style-type: none"> <li>Develop, implement and sustain community education and educational programs to include addressing energy management/reduction/production.</li> </ul>	<ul style="list-style-type: none"> <li>Increased public outreach.</li> </ul>		
<b>GOAL</b>	<b>Provide an efficient, coordinated plan review and inspection for engineering components associated with development and uses in the City's rights-of-way.</b>		
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>		
<ul style="list-style-type: none"> <li>Perform arborist component review in a seamless manner associated with the City's permitting program.</li> </ul>	<ul style="list-style-type: none"> <li>Review submissions within expected time frame.</li> <li>Maintain a consistently rated Chesapeake Bay Program</li> </ul>		

## STAFFING AND BUDGET RESOURCES

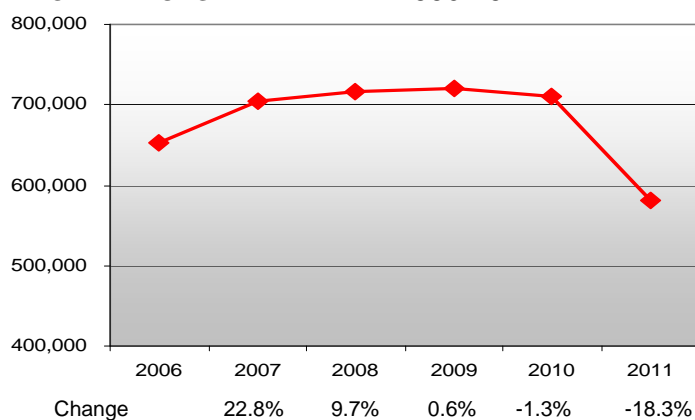
## ADOPTED POSITIONS BY FTE – 4.00 TOTAL

- 1.00 City Arborist
- 1.00 Green Space Manager
- 2.00 Green Space Workers

## ADOPTED BUDGET

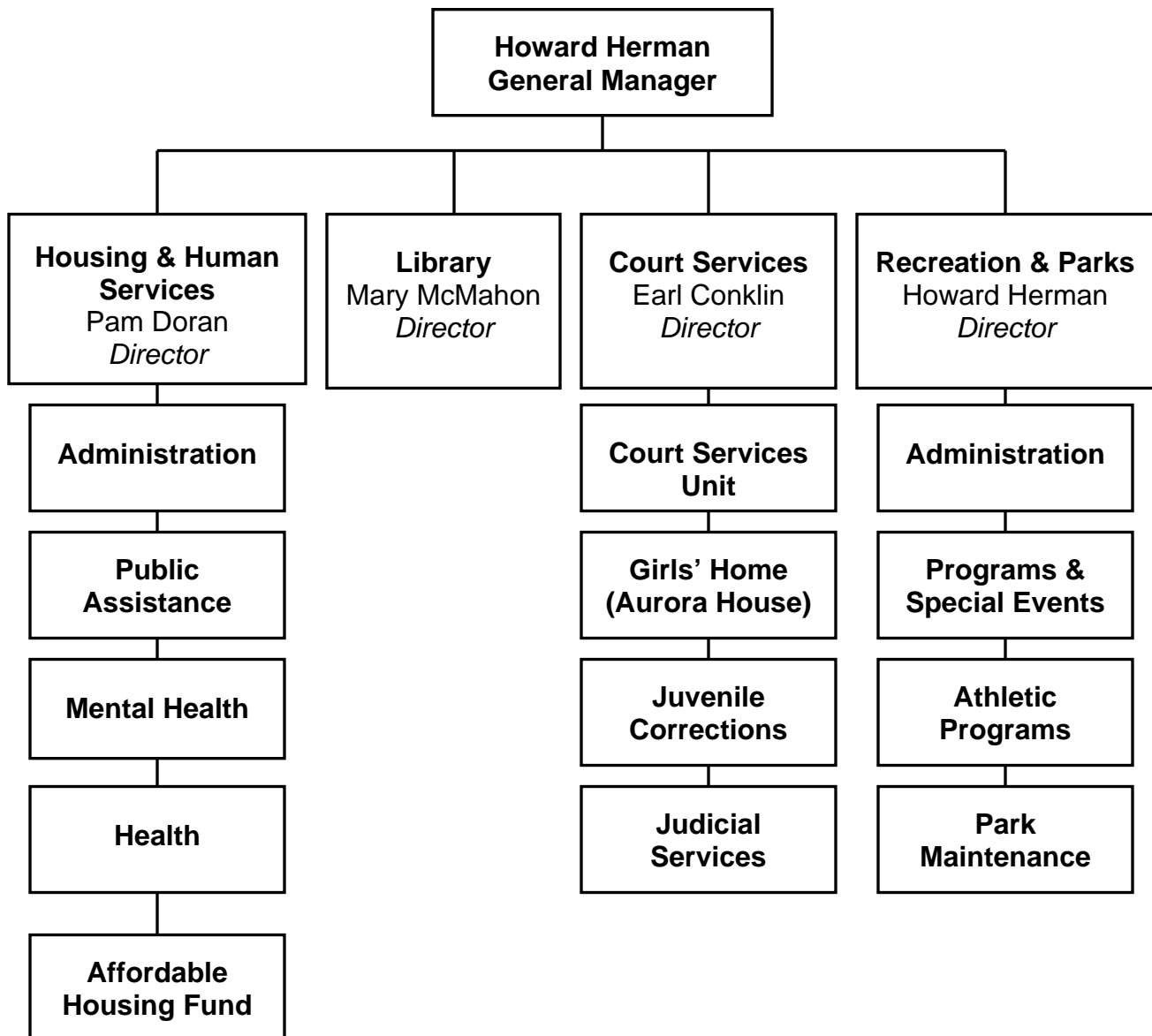
	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 262,868	\$ 270,577	\$ 198,982	-26.46%
Benefits	72,805	77,505	60,542	-21.89%
Professional and Contractual	230,146	278,254	239,254	-14.02%
Materials, Supplies, and Other	85,346	84,751	82,342	-2.80%
Total Expenditures	651,164	711,087	581,120	-18.28%
Revenues				
Fines	468	5,000	5,000	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 649,496</b>	<b>\$ 706,087</b>	<b>\$ 576,120</b>	<b>-18.41%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Notes:

- FY2007 increase due to the one-time purchase of new vehicle for Urban Forestry crew and increase in costs for agricultural supplies/restoration of landscape.
- FY2006-2010 reflects significant increases in land acquisitions and installation of new landscape plantings, requiring regular maintenance and tree work.
- FY2011 decrease reflects reorganization of Urban Forestry previously managed by the Planning Division to the Department of Environmental Services, contract consolidation and the elimination of 1 FTE vacant position.

**DEPARTMENT OF COMMUNITY SERVICES****ORGANIZATIONAL CHART**

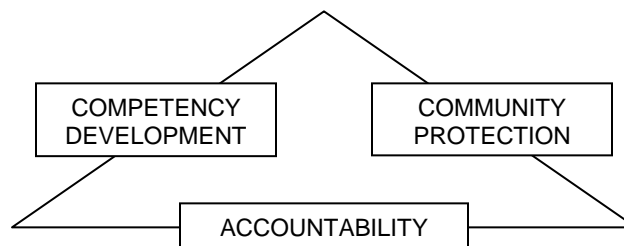
## COURT SERVICES DIVISION

The Court Services Division provides intake, probation and treatment services to juveniles and adults who come before the Falls Church Juvenile and Domestic Relations District Court (JDR). The JDR Court has jurisdiction in cases involving juveniles, as well as when offenses are committed against family members. Cases typically include child custody, child abuse and neglect, truancy, running away from home, juvenile delinquency, and domestic violence. There are four activities within the division, each with its own budget: Court Services Unit, Aurora House, Juvenile Correctional Services, and Judicial Services.

### Court Service Unit


The Court Service Unit (CSU) provides three general types of services: Court Intake and Diversion, Adult Probation, and Juvenile Probation. The CSU intake service assists victims, police officers, parents, school officials, and child welfare professionals in filing complaints or petitions seeking court action. The adult probation counselor supervises adult offenders before the court for domestic violence and monitors their compliance with court-ordered sanctions, counseling, and adult protective orders. Through juvenile probation services, the CSU applies a balanced approach in its mission to serve the City's most troubled youth. The unit seeks to protect the community through the use of graduated incentives/sanctions, secure out-of-home placements such as detention, and through careful supervision, monitoring, and reporting of offenders' compliance. Secondly, the CSU seeks accountability for offenders through services like restitution, community service, and first-time offender programs. Finally, the CSU promotes competency development through counseling and case management services to address drug treatment, problem-solving, family and peer relationships, anger management, and school behavior.

#### Court Services Unit: Balanced Approach



Based on the recent trends, the CSU Intake Officers will prepare and file approximately 130 petitions with the Clerk of Court. These will include 68 misdemeanor, 13 felony, 4 truancy, and 5 child abuse and neglect complaints, 13 child custody petitions, 5 child support petitions, 5 adult protective orders, and approximately 23 juvenile probation violations. CSU probation counselors will provide supervision to approximately 97 youth and 30 adults during the year, with a monthly average of approximately 58 cases. Staff will conduct approximately 700 counseling sessions, 15 pre-sentence or child custody investigations, and prepare an estimated 30 social histories. The CSU will place approximately 50 youth in community service worksites and supervise their performance of approximately 1,500 hours of service. Probation Counselors will facilitate approximately 50 interagency team meetings.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Reduce the incidence of juvenile offenses among youth entering the JDR Court System.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide effective probation supervision to each youth before the court leading to their successful completion of probation.</li> <li>Assist youth under court supervision in obtaining, participating and completing needed mental health,</li> </ul>	<ul style="list-style-type: none"> <li>At least 75% of all juvenile cases will successfully complete probation.</li> <li>Recidivism rate among juveniles, after one year, is no greater than 30%.</li> <li>At least 75% of the youth ordered to participate in substance abuse, mental health, or other</li> </ul>

substance abuse, and other treatment services.		treatment services will successfully complete the program.	
GOAL	Reduce the incidence of offenses among adults under the supervision of the JDR Court.		
OBJECTIVES		KEY PERFORMANCE MEASURES	
<ul style="list-style-type: none"><li>• Provide effective probation supervision to each adult before the court leading to their successful completion of probation.</li></ul>		<ul style="list-style-type: none"><li>• At least 75% of all adult cases will successfully complete probation.</li><li>• Recidivism rate among adults, after one year is no greater than 30%.</li></ul>	
<ul style="list-style-type: none"><li>• Assist adult offenders under court supervision in obtaining, participating and completing needed mental health, substance abuse, anger management, and other treatment services.</li></ul>		<ul style="list-style-type: none"><li>• At least 75% of the adult offenders will successfully complete the treatment programs ordered by the court.</li></ul>	

### STAFFING AND BUDGET RESOURCES

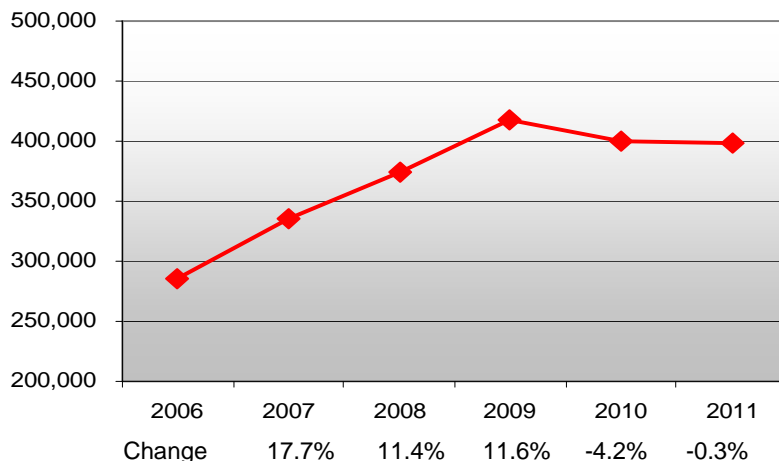
#### ADOPTED POSITIONS BY FTE – 3.75 TOTAL

- 0.75 Director of Court Services
- 1.00 Probation Officer (Intake & Juvenile)
- 1.00 Senior Administrative Assistant
- 1.00 Sr. Probation Officer (Adult & Juvenile)

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 245,431	\$ 258,956	\$ 256,473	-0.96%
Benefits	67,909	74,783	74,935	0.20%
Professional and Contractual	3,441	4,575	4,575	0.00%
Materials, Supplies, and Other	59,003	61,089	61,932	1.38%
Total Expenditures	375,785	399,403	397,915	-0.37%
Revenues				
State Grants	46,830	39,902	39,902	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 328,955</b>	<b>\$ 359,501</b>	<b>\$ 358,013</b>	<b>-0.41%</b>

#### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:


- Peak in FY2009 is related to relocation of the CSU and IT offices. This increase is offset by efficiencies obtained from co-locating the CSU, IT office, and FCCPS Central Office.

## AURORA HOUSE

Aurora House provides residential treatment to adolescent females who are under the formal supervision of the Juvenile and Domestic Relations District Court. The Group Home has a capacity of 12, and serves Arlington County, the City of Alexandria, and the City of Falls Church. The program directly assists girls and their families by providing therapeutic services that address serious emotional, educational, and behavioral problems in a nurturing, structured and supervised living environment. Teenage girls are placed in Aurora House only by order of the juvenile court. Since Aurora House is a local program, girls remain in their community and continue to attend public schools. Additionally, this allows Aurora House to provide intensive services to parents, including family counseling and parenting education. The City administers the program and receives revenue for its operation from participating jurisdictions based on their proportionate use.

Aurora House serves an average of 20 adolescent girls annually. Services include individual, group, and family counseling, educational enrichment, and recreational activities. In FY2011, Aurora House counselors will facilitate an estimated 230 therapeutic peer groups and conduct 416 individual counseling sessions. Family workers will provide more than 425 family counseling sessions and 52 parenting groups. Other therapeutic services will include developing approximately 60 individual treatment plans, writing more than 80 progress reports, and facilitating approximately 110 case consultations. As part of the educational enrichment services, staff performs daily school attendance checks (1800 telephone calls annually), and attends more than 80 school conferences and related meetings per school year. Also, members of the community volunteer at the facility providing more than 400 hours of tutorial services to residents annually. To complement our educational program, staff coordinates at least 104 recreational and other enrichment activities each year.

## CITY VISION

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Reduce the incidence of criminal and status offenses committed by adolescent girls placed at Aurora House.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Assist residents in developing successful patterns of interacting at home, school, with peers, and in the community.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an annual completion rate of girls admitted into the program of at least 75 percent.</li> <li>Achieve an annual success rate of 70 percent among graduates from the program after one year, post services (recidivism rate of 30 percent or less).</li> </ul>
<ul style="list-style-type: none"> <li>Promote residents' academic and behavioral success in school.</li> </ul>	<ul style="list-style-type: none"> <li>Increase program participants' grade point average by a minimum of 1.0 by program completion.</li> </ul>
<ul style="list-style-type: none"> <li>Improve interactions between program participants and their parents or guardians.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a parental participation rate of 85 percent in family counseling and parenting group services annually.</li> </ul>
<ul style="list-style-type: none"> <li>Cultivate referrals to the program and evaluate the ability of Aurora House to meet the needs of prospective and current residents.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an average utilization of 85 percent (10 residents) in the program annually.</li> </ul>

## STAFFING AND BUDGET RESOURCES

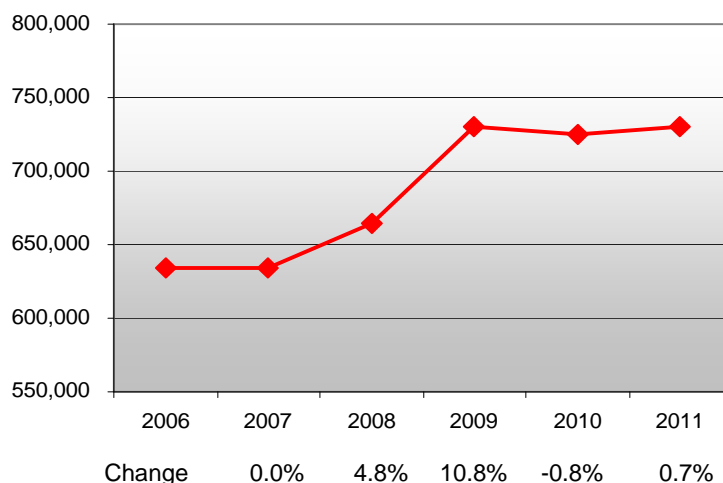
## ADOPTED POSITIONS BY FTE – 8.85 TOTAL

- 0.25 Director of Court Services
- 1.00 Residential Supervisor
- 3.00 Group Home Counselors
- 0.60 Food Services Coordinator
- 1.00 Group Home Manager
- 1.00 Senior Administrative Assistant
- 1.00 Overnight Counselor
- 1.00 Temporary and Substitute Counselor

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 453,345	\$ 491,883	\$ 478,725	-2.68%
Benefits	110,572	136,602	153,594	12.44%
Professional and Contractual	2,950	24,136	24,136	0.00%
Materials, Supplies, and Other	71,810	72,063	73,283	1.69%
Capital Outlay	-	-	-	0.00%
Total Expenditures	638,678	724,684	729,738	0.70%
Revenues				
Federal Grants	4,148	4,000	4,000	0.00%
State Grants	157,572	157,957	119,926	-24.08%
Charges for Services	509,787	515,962	510,692	-1.02%
Total Revenues	671,507	677,919	634,618	-6.39%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ (32,829)</b>	<b>\$ 46,765</b>	<b>\$ 95,120</b>	<b>103.40%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Notes:

- FY2011 Revenue for Aurora House from the State, Arlington County, and other sources is projected to equal approximately \$643,649.
- Costs for Aurora House are paid by participating jurisdictions based on a per diem rate and actual use of the program during the fiscal year.
- Typically less than 10% of the costs for Aurora House come from the City of Falls Church.

## JUVENILE CORRECTIONAL SERVICES

In addition to services provided directly by the Court Services Division, the City participates in the operation of several regional juvenile court programs. These are purchased from Arlington County, Alexandria City, or private vendors. The City's share of costs for the Northern Virginia Juvenile Detention Center is included in this cost center. For each of these programs, the City pays only for its actual use of the service based on a per diem rate.

## JUVENILE CONTRACTUAL SERVICES

By cooperating with other jurisdictions to provide these services, the City is able to greatly expand the alternatives available to the juvenile court at significantly lower costs.

Through these contract services, CSU staff facilitates placement in the Northern Virginia Juvenile Detention Center, of approximately 23 youths for an estimated total of 607 days. Annually, the probation staff also coordinates placement of one or more boys in the Argus House Boys Group Home, one or more girls in the Girls Outreach Program, and approximately 16 youths in the Detention-Diversion Program. Additionally, through the Fairfax-Falls Church Comprehensive Services Act (CSA), staff arrange for approximately three youth to receive Home-Based Counseling and one youth to enter residential treatment, annually. The City will also provide Mentoring services to approximately 25 at-risk children and youth.

**Significant Changes**

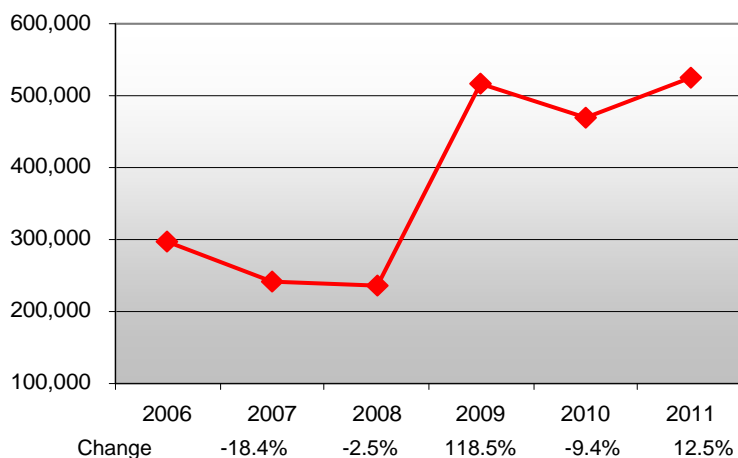
**Comprehensive Services Act (CSA):** The funding for CSA was consolidated into this account in FY2009. Previously, it was allocated between this cost center and the Housing and Human Services Division. This fund is used to purchase services for children and youth from private or public providers including home-based counseling, specialized mental health, drug treatment, sex offender services, and various types of residential programs not otherwise available.

**Northern Virginia Juvenile Detention Center (NVJDC):** Costs result from the City's use of juvenile detention services and on reductions in state revenue to the Juvenile Detention Center. Falls Church, Arlington, and Alexandria each contribute proportionate funding based on 3-year average utilization. The City's use spiked in FY2007 as can be seen by the number of detention days used during the last three years.

	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>
Falls Church City Juvenile Detention Bed Days:	783	460	418

**STAFFING AND BUDGET RESOURCES****ADOPTED POSITIONS BY FTE – 0.00 TOTAL (Contracted Services)****ADOPTED BUDGET**

	<u>FY2009</u> <u>Actual</u>	<u>FY2010</u> <u>Adopted</u>	<u>FY2011</u> <u>Adopted</u>	<u>Percent</u> <u>Change</u>
Expenditures				
Professional and Contractual	\$ 402,614	\$ 468,720	\$ 527,496	12.54%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 402,614</b>	<b>\$ 468,720</b>	<b>\$ 527,496</b>	<b>12.54%</b>

**ADOPTED BUDGET TREND: FY2006-2011****Notes:**

- FY2009 increases reflected a transfer of line items for CSA and OAR to this cost center, and funding for the Youth Mentoring Program.
- FY2011 increases reflect higher use of the Juvenile Detention Center and the Argus House Boys Group Home.

## JUDICIAL SERVICES – ARLINGTON

The City of Falls Church is part of the 17<sup>th</sup> Judicial District and Circuit Courts. The City receives numerous services from various offices of the Court System that are operated by Arlington County. Arlington County provides, at its cost, offices, materials, supplies and other support to these various entities. Because the City jointly uses these services, it pays the City's proportional share of the County's costs. Proportionate share refers to the relative population of Falls Church City to the total population of the combined jurisdictions. For FY2010, Falls Church City is estimated to be 5.36 percent of the combined population of Arlington County and the City of Falls Church.

City support for the Judicial Services provided through this cost center include those of the Circuit Court; Circuit Court Clerk's Office; the General District Court; the General District Court Magistrate Chambers; the Juvenile and Domestic Relations District Court; and the services of the Arlington County Commonwealth's Attorney's Office.

Through these Judicial Services agreements, the Arlington Circuit Court will hear approximately 235 Falls Church cases. The Falls Church General District Court will have approximately 8,524 new city cases and hold approximately 11,736 hearings. The Falls Church Juvenile and Domestic Relations District Court will have approximately 324 new cases and hold approximately 751 hearings. The Magistrate for the General District Court or Circuit Court will issue approximately 750 warrants.

## STAFFING AND BUDGET RESOURCES

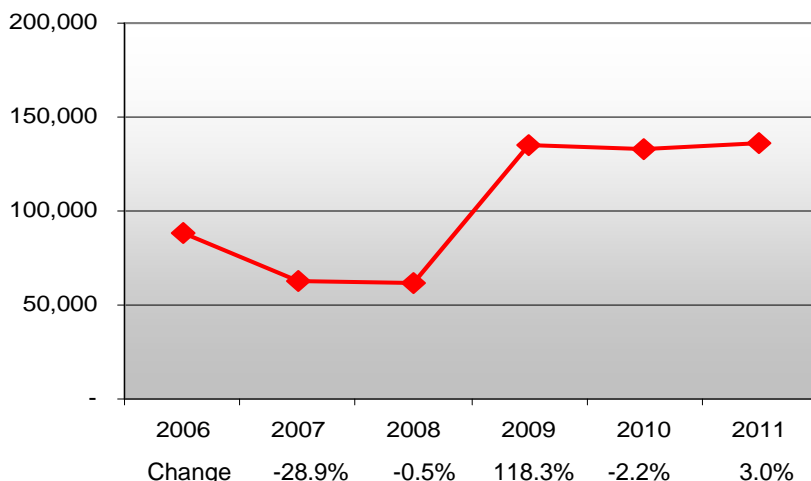
### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Contractual services provided through agreement with Arlington County.

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 135,631	\$ 132,603	\$ 136,539	2.97%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 135,631</b>	<b>\$ 132,603</b>	<b>\$ 136,539</b>	<b>2.97%</b>

### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:


- City pays a proportionate share of costs for Judicial Services provided to the City by Arlington County.
- In FY2011 Falls Church represents 5.55% of the entire Judicial District.
- FY2009 cost changes are primarily the result of fluctuations in costs for the Circuit Court and Commonwealth Attorney Services.

## HOUSING AND HUMAN SERVICES ADMINISTRATION

The Housing and Human Services (HHS) Division builds a stronger, healthier, and more secure community by offering a range of comprehensive services to help City residents in need. Assistance includes supportive services, such as counseling, case management, resource and referral, and a variety of housing and community development programs, such as rental assistance, rent relief, homeownership assistance, and development of affordable housing. Particular focus is directed at providing critical human services to vulnerable populations including seniors, at-risk families and individuals, residents with limited English proficiency, victims of domestic violence, individuals with disabilities; homeless individuals; and housing services to serve households of low and moderate incomes. These populations often have fewer resources and options than the community at large.

<b>Program</b>	<b>Benefits</b>
Manage City contracts	Ensure the terms of contracts with DFS, CSB and Health Department are met and City resident's needs are being served.
Information and Referral Case Management Counseling Crisis Intervention	Provision of information and referrals, case management and/or crisis intervention to meet immediate needs to enable clients to solve problems and achieve stability. Responded to 2,882 information requests and referral calls in FY09.
ADU Marketing and Administration	Continue marketing program, application and certification process for ADUs to enable low and moderate income households to secure permanent housing. Monitor and recertify all units. 15 rental units and 26 home ownership units
Affordable Housing Strategy Implementation	Develop policy and implementation strategies. Director serves on development teams. Due to loss of Development Specialist position in FY10, current emphasis limited to inclusionary zoning draft for zoning rewrite and ADU policy.
Landlord-tenant counseling	Provide information, referrals and interventions, if needed, to tenants and landlords to prevent evictions and promote stability in rental properties. Responded to 283 landlord/tenant complaints.
Community Development Block Grant	Complete monitoring mandates as required by federal CDBG funds to ensure continued allocation of funds that provide housing and community based services to low- and moderate- income and/or disabled persons.
Develop and coordinate community resources	Work with other community providers to maximize resources to enable residents to meet their essential needs. Provided homeless prevention to 36 persons; domestic violence services to 7 persons.

## CITY VISION

 <b>DIVERSITY</b>	
<b>GOAL</b>	<b>Ensure resident needs related to health and social services are met through City programs and/or contractual relationships with Fairfax County.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Monitor contract services with Fairfax Department of Family Services, Fairfax-Falls Church Community Services Board and Fairfax County Health Department.</li> </ul>	<ul style="list-style-type: none"> <li>Bills and reports are received quarterly.</li> <li>City residents have access to and use the services.</li> <li>Cost formulas are reviewed and verified.</li> <li>Contracts are current.</li> </ul>

<b>GOAL</b>   Preserve and develop affordable housing as a means to ensure economic diversity.	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Expand housing choices by increasing the number of new affordable housing units and housing services for low, moderate and middle income households through inclusionary zoning.</li> </ul>	<ul style="list-style-type: none"> <li>Create standard package of incentives for ADUs as part of zoning rewrite.</li> <li>Negotiate with developers for inclusion of ADUs in new development.</li> <li>Secure state funding and facilitate home ownership for first-time homebuyers with low/moderate incomes.</li> <li>Meet administrative and program requirements to secure HUD CDBG/funding to provide funding for housing and community development activities as permitted by HUD guidelines.</li> <li>Expand housing choices by increasing number of new affordable units through participation in development teams for special exception mixed-use projects.</li> </ul>
<b>GOAL</b>   To provide a full range of human services to meet the needs of citizens.	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop and provide information as needed/requested by residents.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or exceed a 90 percent satisfaction rating for disposition of information and referral requests, emergency assistance, crisis intervention, and short-term case management, as measured by quarterly follow-up inquiries to no less than 10 percent of all callers/applicants.</li> <li>Enhance coordination and establish City protocols for homeless in the City of Falls Church.</li> <li>Maintain tax preparation services to seniors and low and moderate income City residents and employees.</li> <li>Provide staffing for regional and City emergency preparedness planning.</li> </ul>

### STAFFING AND BUDGET RESOURCES

#### ADOPTED POSITIONS BY FTE – 5.80 TOTAL

- 1.00 Director of Housing and Human Services
- 1.00 Human Services Specialist
- 0.80 Program Analyst
- 2.00 Housing Specialist
- 1.00 Senior Administrative Assistant

# FY2011 ADOPTED BUDGET

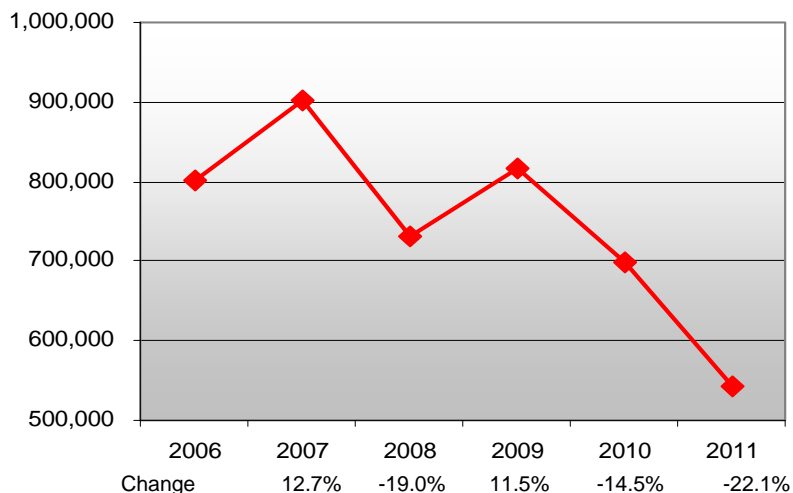
# DEPARTMENT OF COMMUNITY SERVICES

## HOUSING & HUMAN SERVICES

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 611,137	\$ 523,905	\$ 399,432	-23.76%
Benefits	151,467	143,648	114,154	-20.53%
Professional and Contractual	20,690	9,600	9,350	-2.60%
Materials, Supplies, and Other	25,247	20,221	20,672	2.23%
Total Expenditures	808,542	697,374	543,608	-22.05%
Revenues				
Charges for Services	110	100	100	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 808,432</b>	<b>\$ 697,274</b>	<b>\$ 543,508</b>	<b>-22.05%</b>

### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:

- Decrease in FY2010 is due to the loss of Development Specialist position and significant cuts to administration accounts such as training and supplies.
- FY11 cuts mainly due to elimination of 1 Senior Human Services Specialist, 0.85 Administrative Assistant, and reduction of Program Analyst Position by 0.2.
- ADA responsibilities will transfer as eliminated Senior Human Services Specialist was ADA Compliance Officer.
- Tax preparation assistance may be eliminated if volunteer can not be secured. Program requires two certified staff on site: Senior Human Services Specialist had been one of those staff.

## PUBLIC ASSISTANCE PROGRAMS


The Housing and Human Services Division provides a variety of services and programs to foster healthy and resilient children, youth and families; to help the elderly and individuals with disabilities maintain self-sufficiency in the community; to assist residents with limited English proficiency, individuals who are homeless and families and individuals of low and moderate income who require housing assistance to maintain their residency in the City.

Program	Benefits
Community Services Fund	Provides local grants to community organizations to meet the basic needs of City residents. Provided emergency shelter for 55 people; transitional housing for 8 households, legal services to 40 residents, and emergency and supportive services to meet basic needs to 44 households in FY2009.
Dept. of Family Services/Fairfax County	Provides an array of services to families and individuals, including State mandated services such as Child and Adult Protective Services and other critical services such as emergency shelter and public welfare benefits to households who do not have the resources to meet their basic needs. Conducted 29 CPS/ four APS investigations; maintained 30 Medicaid cases/month; provided food stamps to 9 families/month in FY2009.

**PUBLIC ASSISTANCE PROGRAMS**

Community Development Block Grant and Home Investment Partnerships (HOME) Programs	Federal funds provide grants to organizations that promote housing and community development programs to benefit low and moderate-income households.
Fare Wheels	Provides a \$40/month transportation stipend to income eligible elderly and disabled individuals who need the service for shopping, doctor's appointments, etc. Provided stipends to 73 program participants in FY2009.
Special Housing Fund	Provides rent subsidy assistance to ease the burden of high rents to low income households. Required match to receive federal HOME.
Emergency Assistance Fund	Provides emergency financial assistance to enable households to meet urgent needs.
Rent Relief	Provides a yearly rebate on rent paid the previous calendar year to income eligible senior and/or disabled households to offset the burden of increasing rents and enable participants to maintain residence in the City. Provided 4 individuals with rent relief.
Falls Church Housing Corporation	Provides an annual operating grant to the Corporation to assist in its mission to promote and develop affordable housing in the City.

**CITY VISION**

 <b>DIVERSITY</b>		
<b>GOAL</b>	<b>Ensure the health and welfare of citizens</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Secure the necessary funding for the operation of programs and services to foster community development and promote economic diversity</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with Arlington as a sub-recipient to secure CDBG/HOME funding.</li> <li>Administer the Community Services Fund to provide grants to organizations serving the demonstrated needs of City residents</li> <li>Administer general funds dedicated to the transportation and emergency needs of residents.</li> </ul>	
<ul style="list-style-type: none"> <li>Meet State mandated requirements and entitlement program needs of residents.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain current contract with Fairfax County Department of Family Services.</li> <li>Track service requests and met/unmet needs through software tracking system.</li> </ul>	

**STAFFING AND BUDGET RESOURCES**
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Programs are administered by the Housing and Human Services administration office.

# FY2011 ADOPTED BUDGET

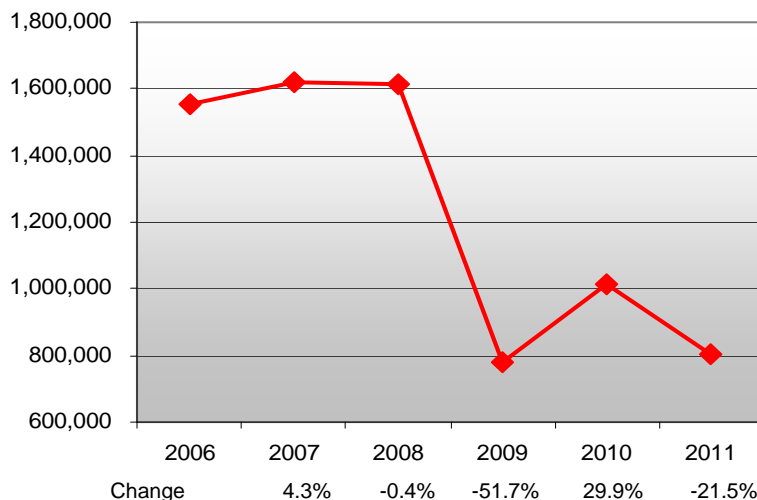
# DEPARTMENT OF COMMUNITY SERVICES

## PUBLIC ASSISTANCE PROGRAMS

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 416,028	\$ 655,425	\$ 465,425	-28.99%
Materials, Supplies, and Other	324,980	358,587	330,329	-7.88%
Total Expenditures	741,008	1,014,012	795,754	-21.52%
Revenues				
Federal Grants	131,127	325,287	143,409	-55.91%
Charges for Services	-	10,000	10,000	0.00%
Total Revenues	131,127	335,287	153,409	-54.25%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 609,881</b>	<b>\$ 678,725</b>	<b>\$ 642,345</b>	<b>-5.36%</b>

### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:

- Decrease in FY2009 is due to the transfer of CSA program to Juvenile Services.
- The FY2010 budget includes an Increase in DFS social service costs partially offset by significant decrease in City services and programs. In addition, it also includes an increase in transportation subsidies. The increased cost in transportation subsidy is offset by a \$10/book fee initiated for FY2010, totaling an estimated \$10,000. The City also received a Federal grant of \$190,000 to be passed-through to the CCSA housing project included in FY2010 budget.

## COMMUNITY SERVICES BOARD

The Fairfax-Falls Church Community Services Board (CSB) was created in 1969 by a joint resolution of Fairfax County and the Cities of Fairfax and Falls Church. The Housing and Human Services Division contracts with the CSB to provide City residents access to services related to mental health, mental retardation, and alcohol and drug abuse. The goal of these programs is to provide specific programs and services to enable City residents to meet treatment needs and to provide programs that will empower them to live self-determined, productive and valued lives. The number of residents served in FY 2009 were 117 through mental health programs; 20 through mental retardation programs; through alcohol and drug abuse programs, and 11 through Infant and Toddler Connection programs. The programs allow these residents to remain in the community and maintain family and community ties.

Program	Benefits
Mental Health Services	Provides direct services such as psychiatric assessments, prescriptions and monitoring of medication, counseling, and treatment and emergency services enabling residents to receive treatment and maintain health within the community. Additional vendor services such as psychosocial rehabilitation, sheltered and transitional employment, treatment for at-risk children, supported residential services, group homes, supervised apartments, supported living arrangement and

	emergency shelter provide further options for residents that help them to remain in the community and reach their potential. 117 City residents served in FY2009.
Mental Retardation Services	Provides direct services such as case management, behavior management, early intervention services, residential services, job placement services and emergency services enabling residents to meet their needs, remain in the community, and become contributing members of the community. Vendor services provide further employment, vocation, and residential services to enable participants to achieve a greater degree of self-determination. See below for early intervention services. 20 City residents served in FY2009.
Alcohol and Drug Services	Provides numerous substance abuse treatment, prevention and early intervention services, including assessments, residential services, outpatient services, detoxification, case management, day treatment, aftercare, and transitional living services, making it easier for residents to receive treatment and support and alleviating the negative effects of alcohol and drug abuse on families and communities. Includes programs/staffing in City schools. 37 City residents served in FY2009.
Infant and Toddler Connection	Provides mental retardation services to infants and toddlers residing in the City. 11 infants served in FY2009.

### STAFFING AND BUDGET RESOURCES

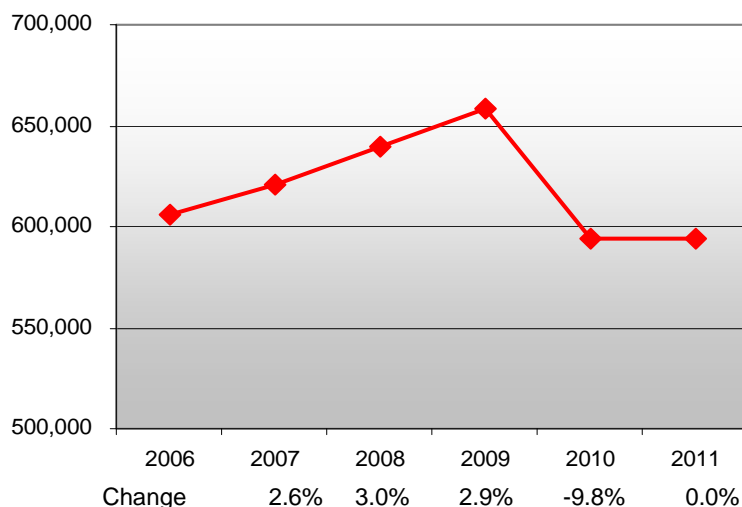
#### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Programs are administered by the Housing and Human Services administration office.

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 644,647	\$ 593,720	\$ 593,720	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 644,647</b>	<b>\$ 593,720</b>	<b>\$ 593,720</b>	<b>0.00%</b>

#### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:

- Cost determined by contract agency per contractual agreement. City receives increases/decreases from previous year budget at same percentage applied to Fairfax County.

## HEALTH SERVICES

The City contracts with the Fairfax County Department of Health to provide a variety of public health services to City residents and businesses. A wide range of services are provided relating to child and maternal health, senior health, communicable disease control, environmental health, and bio-terrorism. The goal of these programs is to protect the health of the residents and the community, prevent disease, and promote individual and environmental health.

<b>Programs</b>	<b>Benefits</b>
General Health Services	Public health and school health nurses provide health services in the community to residents to meet health needs as they occur and prevent more serious medical issues. A clinic, located on Leesburg Pike offers immunizations, telephone health advice, flu shots, pregnancy testing, TB testing, refugee health screening, maternity services, and women and infant care. Sanitation and housing code inspections/enforcement target and remediate unsafe and unhealthy conditions preventing exposure of residents to potentially dangerous environments. Provided approximately 1,509 health clinic visits; and conducted approximately 389 environmental health inspections. Includes coordination of public health emergency plans and participation with regional groups for West Nile Virus and Pandemic Flu planning.
Adult Day Health Care	Provides a variety of services for impaired adults who do not need institutionalization but cannot safely live independently. The multi-disciplinary program helps clients achieve an optimal level of health, prevent further disabilities, and provide respite for family members and caregivers. Provided approximately four adult day care visits. 4 residents served in FY2009.
Community Health Care Network	Provides primary health care services to low-income, uninsured residents who cannot afford medical services. The Clinic, which serves as an enrollee's "family provider" is conveniently located in the Bailey's Crossroad area. Services include chronic health care, family planning, wellness care, medications, laboratory tests, pre-natal care, immunizations, referrals to specialists and more. Currently 125 City residents are enrolled.

## STAFFING AND BUDGET RESOURCES

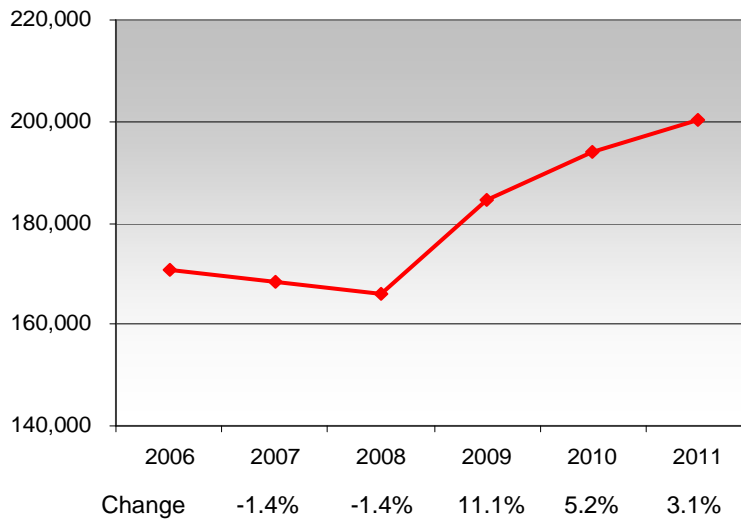
### ADOPTED POSITIONS BY FTE – 0.00 TOTAL

- Programs are administered by the Housing and Human Services administration office.

### ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 176,981	\$ 194,100	\$ 200,200	3.14%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 176,981</b>	<b>\$ 194,100</b>	<b>\$ 200,200</b>	<b>3.14%</b>

## ADOPTED BUDGET TREND: FY2006-2011

**Notes:**

- Increase based on previous year usage; costs expected to increase as population needs and population density and commercial increase.

## RECREATION AND PARKS ADMINISTRATION

This Cost Center provides funding to support the administration of the Recreation & Parks Division and the supervision and management of the Falls Church Community Center, Cherry Hill Farmhouse, 12 neighborhood parks, 10 tennis courts, 10 playgrounds, and five basketball courts. The Division also manages the use of the Gage House when not being used by the school system.

The Falls Church Community Center houses the administrative offices of the Recreation & Parks Division and serves as the focal point of the community. The Center, open 357 days a year, operates more than 4,300 hours annually with an estimated 400,000 visits each year. Programs for toddlers, elementary aged children, teenagers, young adults, and seniors are offered. The Community Center serves as a teen center, recreation center, senior center, entertainment center, information center, and meeting place.

Staff registers approximately 6,000 individuals for classes, sport programs, field trips, camps and other recreation activities, and receives and processes approximately 3,500 room use requests for the Community Center, 250 picnic shelter reservations, 1,000 tennis court reservations, and 36,000 phone calls annually. In addition, the Division collects approximately \$1,620,000 a year through the assessment of user's fees for programs, activities and rentals.

## CITY VISION



### A SPECIAL PLACE

**GOAL** Plan, develop and sustain a diversified, balanced and well-maintained system of recreation facilities and parks.

**OBJECTIVES**

- Monitor use of athletic fields, including the synthetic turf field to protect them from overuse and abuse as outlined in the Schools/City MOU
- Complete Site Plan for West End Park

**KEY PERFORMANCE MEASURES**

- Meet monthly with school staff to ensure policies are being followed and fields are effectively being monitored
- Site plans for West End Park is finalized by September 30, 2010.

<ul style="list-style-type: none"> <li>Work with the Recreation &amp; Parks Advisory Board to complete the annual open space report.</li> </ul>		<ul style="list-style-type: none"> <li>Complete report by November 30, 2010.</li> </ul>
<b>GOAL</b>	<b>Provide administrative support for the Recreation &amp; Parks Division staff and programs to include program registration, building maintenance and procurement of goods and services for program and facility operations.</b>	
<b>OBJECTIVES</b>		<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Process requisition requests and coordinate vendor payments with Finance.</li> </ul>		<ul style="list-style-type: none"> <li>100% Supplies and services for facilities and programs have Purchase Orders (as required) at least one week in advance of when they are procured.</li> <li>100% of vendor invoices are submitted to Finance Division within 1 week of receiving them.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure online registration is possible for all activities.</li> </ul>		<ul style="list-style-type: none"> <li>Implement online registration and payment for adult sports programs by August 31, 2010.</li> <li>At least 95% of class participants and residents rate the registration process as good or excellent.</li> </ul>
<ul style="list-style-type: none"> <li>Encourage and facilitate staff training and development.</li> </ul>		<ul style="list-style-type: none"> <li>100% of eligible employees are certified as Park and Recreation Professionals by NRPA.</li> </ul>
<ul style="list-style-type: none"> <li>Encourage citizen participation in classes</li> </ul>		<ul style="list-style-type: none"> <li>Brochures are produced for each season.</li> <li>Class brochures are mailed to residents at least one week in advance of the first day of registration.</li> </ul>
<b>GOAL</b>	<b>Establish and ensure fees that are competitive and will offset at least 45 percent of the Division's operating expenses (excluding park maintenance and capital expenses).</b>	
<b>OBJECTIVES</b>		<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Conduct yearly survey of surrounding jurisdictions to assure fees charged for rentals and programs are in line with the market rate.</li> </ul>		<ul style="list-style-type: none"> <li>Complete annual survey by December 31, 2010.</li> <li>Fees should be within 10% of the average of surrounding jurisdiction's rates.</li> </ul>
<ul style="list-style-type: none"> <li>Collect revenues to ensure maximum return on City's investments.</li> </ul>		<ul style="list-style-type: none"> <li>At least 45% of the Division's operating expenses (excluding park maintenance and capital expenses) are offset by the fees collected, in accordance with City policy.</li> <li>Monitor facility and equipment rentals to ensure that 95% of rentals are processed within five working days following its receipt, and 90% of fees are collected prior to the rental.</li> <li>Daily, monthly and annual fiscal reports will be completed accurately and in a timely manner.</li> </ul>

## STAFFING AND BUDGET RESOURCES

### ADOPTED POSITIONS BY FTE – 6.80 TOTAL

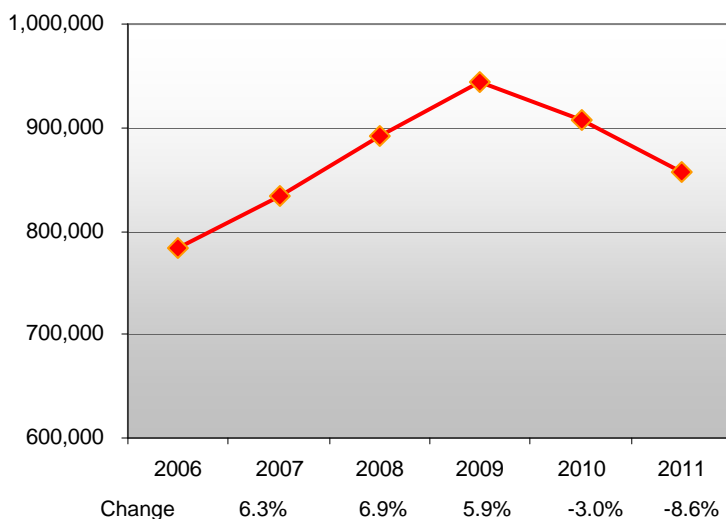
- 1.00 General Manager, Community Services and Director of Recreation and Parks
- 1.00 Senior Administrative Assistant

Temporary seasonal labor is also used as needed.

- 1.00 Deputy Director of Recreation and Parks
- 1.00 Administrative Assistant
- 2.80 Maintenance Workers

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 518,006	\$ 527,080	\$ 485,392	-7.91%
Benefits	153,929	163,026	153,012	-6.14%
Professional and Contractual	56,178	33,200	33,200	0.00%
Materials, Supplies, and Other	264,551	184,543	185,532	0.54%
Total Expenditures	992,664	907,849	857,136	-5.59%
Revenues				
Charges for Services	45,000	45,000	50,000	11.11%
Other Grants and Contributions	84,182	-	-	0.00%
Total Revenues	129,182	45,000	50,000	11.11%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 863,482</b>	<b>\$ 862,849</b>	<b>\$ 807,136</b>	<b>-6.46%</b>

**ADOPTED BUDGET TREND: FY2006-2011**

**Notes:**

- During FY2010, the following funding was eliminated:
  - \$11,850 for the supervision of the Community Center and Special Events;
  - \$6,500 for painting and minor repairs at the Community Center; and
  - \$4,000 for the printing of seasonal recreation program brochures.
- During FY2011 the following funding was eliminated:
  - \$6,200 reduction as the hours of operation for the Community Center were reduced by 4 hours per week.
  - \$10,300 reduction of hours for a custodian.

**PARKS MAINTENANCE**

This Cost Center provides funding to support the maintenance of parks, park trails, athletic fields, park and playground equipment, outdoor recreational facilities, and turf in parks and around public buildings. These funds are used to enhance the appearance of the public parks and grounds, make them safe to use, and aid in the protection of the City's natural resources through an effective maintenance program.


Over the past few years, Park Master Plans have been adopted for all of the City's parks. As part of the implementation of Master Plans some new playground equipment has been added over the last couple years. Maintenance of the equipment is the responsibility of the park maintenance crew. Funds previously allocated in the City's CIP for Park Master Plan Implementation have been defunded so that no new equipment will be purchased or installed in FY2011.

The staff of the park maintenance crew repairs and paints signs and park equipment as needed; removes trash from parks and public grounds; maintains and prepares fields for athletic events; maintains trails through City

parks; removes snow from City-owned sidewalks; and provides assistance to the urban forestry division as needed. The crew also helps with the setup and breakdown for all City special events. In addition, the crew conducts at least 75 annual inspections of each piece of playground equipment.

Private contractors are used to augment the maintenance of the City's parks and grounds. The City uses contractors for some turf maintenance, and the maintenance of the athletic fields at Larry Graves Park, Thomas Jefferson Elementary School and Madison Park. Using private contractors saves the City the expense of purchasing large pieces of equipment. The oversight of the contractor for mowing turf on City owned properties and parks will be transferred to the City's Operations Division in the Department of Environmental Services effective with the FY2011 budget.

### CITY VISION

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Ensure the City's parks and athletic fields are well maintained, attractive and safe for all users.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Athletic fields are safe and ready for use by teams and individuals as weather permits and as is outlined in City's Field Use Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Retain contractor to maintain the athletic fields and make sure the level of maintenance is sufficient to assure fields are ready and safe for use throughout the playing season.</li> <li>Athletic fields are ready for use by teams and leagues each day a game is scheduled 100% of the time.</li> </ul>
<ul style="list-style-type: none"> <li>Playground and park equipment are safe.</li> </ul>	<ul style="list-style-type: none"> <li>Complete and document 75 annual play equipment inspections.</li> <li>Address all safety issues the same day they are identified.</li> </ul>
<ul style="list-style-type: none"> <li>Assure parks and athletic fields are cleaned and ready for public use in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Parks are clean and safe 100% of the time.</li> <li>Trash cans in parks are emptied and litter picked up at least every other day from March through October and twice a week the rest of the year.</li> <li>No complaints from users.</li> </ul>
<b>GOAL</b>	<b>Provide a diverse blend of parks, and park facilities, including community and neighborhood parks, natural resource open space areas and linkages, to adequately meet active and passive outdoor recreation needs of the citizens of Falls Church.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Participate with the Department of Development Services and the Department of Environmental Services to develop a city-wide Bicycle-Pedestrian Plan</li> </ul>	<ul style="list-style-type: none"> <li>Complete plan by June 30, 2011.</li> </ul>
<ul style="list-style-type: none"> <li>Work with the Advisory Board of Recreation and Parks to develop a plan and timeline for requesting the reinstatement of CIP projects that have been defunded as a result of the budget reductions.</li> </ul>	<ul style="list-style-type: none"> <li>Complete in time for the submittal of the FY2012 CIP budget</li> </ul>
<ul style="list-style-type: none"> <li>Gain final approval of Site Plan for West End Park to include license agreements with Dominion Power and the Northern Virginia Regional Park Authority for use of their land to allow construction of the all aspects of the approved plan.</li> </ul>	<ul style="list-style-type: none"> <li>Complete by December 31, 2010.</li> </ul>

## STAFFING AND BUDGET RESOURCES

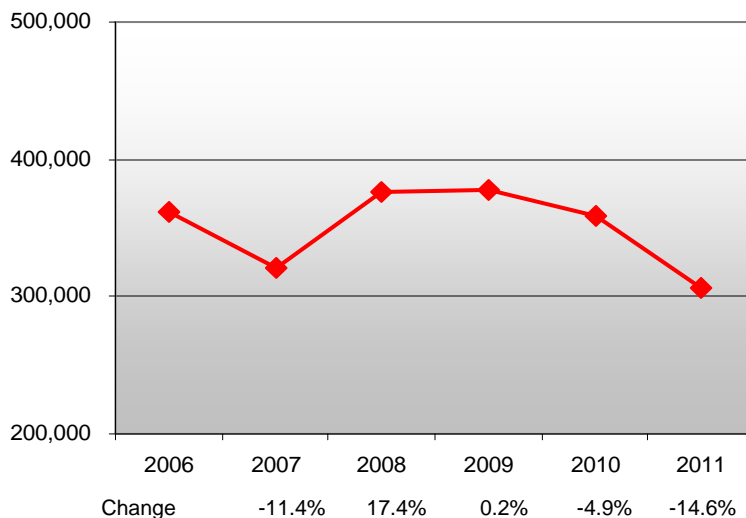
## ADOPTED POSITIONS BY FTE – 3.00 TOTAL

- 1.00 Senior Crew Leader
- 2.00 Maintenance Workers

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 140,364	\$ 134,043	\$ 134,043	0.00%
Benefits	51,115	52,712	55,482	5.25%
Professional and Contractual	118,645	142,000	81,000	-42.96%
Materials, Supplies, and Other	29,263	30,272	35,548	17.43%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 339,387</b>	<b>\$ 359,027</b>	<b>\$ 306,073</b>	<b>-14.75%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Notes:

- In FY2006, \$68,000 was provided for resurfacing outdoor tennis and basketball courts.
- In FY2007, \$15,000 was provided for the purchase of mobile skateboard equipment.
- In FY2008, funding was provided to hire an additional maintenance worker to help maintain the parks. New amenities and new parks were added increasing the need for additional maintenance staff. Also, additional funding of \$19,000 was provided to maintain the athletic fields at the Thomas Jefferson Elementary School and Madison Park.
- The following funding was eliminated from FY2010:
  - \$8,000 for park repairs and maintenance;
  - \$9,000 for two part-time temporary workers during the summer season; and
  - \$8,000 for materials and supplies.
- In FY2011, \$50,000 of funding for mowing of parks, city properties and athletic fields transferred to the Operations Division.

## RECREATION PROGRAMS AND SPECIAL EVENTS

This Cost Center provides funding to support offering a wide variety of recreational programs, activities, hobby classes and special events for citizens of all ages and interest levels. Activities, special events and programs at the Community Center, Cherry Hill Park, Teen Center, Senior Center and Cherry Hill Farmhouse all are funded within this cost center.

At the Teen Center, staff provides a variety of activities, programs and special events for teens. Daily attendance exceeds 25 during the school year, with many of the special events and programs attracting more than 250

**RECREATION PROGRAMS & SPECIAL EVENTS**

teenagers. Each year at least 10 dances, 50 special events, 45 summer camps, and 10 bus trips are provided to the teens of the community.


At the Senior Center, staff provides an array of activities, programs and special events for senior citizens. Annual offerings at the Senior Center include approximately 55 special events, 1100 programs and activities, and 50 bus trips. Staff also works on the Senior Olympics.

At Cherry Hill Farm-house, staff provides tours, programs, special events, and interpretative activities focusing on the period of the mid to late 1800's. Each year at least 20 special events, 125 tours and two youth camps are held at the Farmhouse. In addition, the house is rented approximately 20 times a year and used for City functions on a regular basis.

The Community Center serves as the focal point for an extensive offering of recreational, hobby and exercise classes. Each year more than 550 classes are offered to citizens, including classes such as ballet, watercolor painting, yoga, aerobics, swimming and tennis. Staff also provides a summer playground program for children as well as a number of summer camps.

Annual special events help to define the Falls Church community, including the Memorial Day Festival, Farm Day, Fall Festival, Holiday Craft Show, Halloween Carnival, Art Show and Easter Egg Hunt. In addition, the Division helps co-sponsor the summer concert series, Watch Night and the Tinner Hill Blues Festival. More than 50,000 people attend the special events.

**CITY VISION**

 <b>A SPECIAL PLACE</b>		
<b>GOAL</b>	<b>Provide a comprehensive offering of recreation programs, activities and special events that meet the social, physical and cultural interests of the City's residents.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Improve the combined Fall Festival, Taste of Falls Church event.</li> </ul>	<ul style="list-style-type: none"> <li>Get at least 14 restaurants to participate and add new children's activities to the day's events</li> </ul>	
<ul style="list-style-type: none"> <li>Attract at least 8 marching bands for the annual Memorial Day Parade.</li> </ul>	<ul style="list-style-type: none"> <li>8 or more marching bands participate in the Memorial Day Parade.</li> </ul>	
<ul style="list-style-type: none"> <li>Increase attendance at the Movie in the Park Program.</li> </ul>	<ul style="list-style-type: none"> <li>Improve publicity and assure popular movies are shown.</li> </ul>	
<ul style="list-style-type: none"> <li>Celebrate community diversity through the support of the Tinner Hill Blues Festival.</li> </ul>	<ul style="list-style-type: none"> <li>Serve on the organizing committees for the event.</li> <li>Provide staff resources as needed and requested to support the event.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide a wide variety of summer camps, classes and programs for children.</li> </ul>	<ul style="list-style-type: none"> <li>Offer at least 60 different summer camps each summer</li> </ul>	
<ul style="list-style-type: none"> <li>Maximize the use of the Community Center class rooms.</li> </ul>	<ul style="list-style-type: none"> <li>At least 60 percent of the recreational hobby classes shall meet the minimum enrollment requirements.</li> <li>Have at least 150 attendees at all middle school dances.</li> <li>Book the art room and ballet studio for fee-based recreation classes 80 percent of the prime class time which is week day mornings, afternoons and evenings; and all day Saturday.</li> <li>At least 90% of the summer camps shall meet minimum enrollment requirements.</li> </ul>	

## RECREATION PROGRAMS &amp; SPECIAL EVENTS

<ul style="list-style-type: none"> <li>Provide three sessions of recreation classes each year.</li> <li>Provide a wide variety of activities, programs and special events at Cherry Hill Farmhouse.</li> <li>Provide an assortment of activities, field trips, dances and special events for teens.</li> <li>Provide an assortment of activities and special events in the senior center.</li> </ul>	<ul style="list-style-type: none"> <li>At least 85% of program and class participants rate services as satisfactory or above.</li> <li>Offer a fall, winter/spring and summer session of classes with at least 200 classes being offered each session.</li> <li>Hold at least 20 special events each year at the farmhouse.</li> <li>Conduct 100 tours of the farmhouse each year.</li> <li>Sponsor at least 24 special events and programs each year for seniors and teens.</li> <li>Hold at least 24 special events each year in the senior center.</li> <li>Take at least 24 field trips each year.</li> </ul>
<b>GOAL</b>	<b>Raise at least \$20,000 in sponsorship money from businesses and individuals for special events.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Mail sponsorship brochure to at least 200 businesses and meet face-to-face with at least 40 prospective clients each year.</li> </ul>	<ul style="list-style-type: none"> <li>200 businesses receive the sponsorship brochure.</li> <li>Meet or talk with 40 clients each year.</li> <li>\$20,000 in sponsorship money is received.</li> </ul>

## STAFFING AND BUDGET RESOURCES

## ADOPTED POSITIONS BY FTE – 5.50 TOTAL

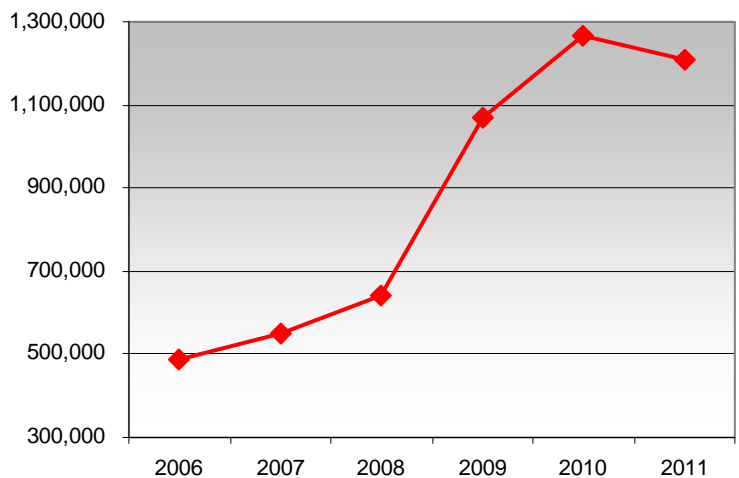
- 2.00 Program Supervisors
- 0.50 Preschool Director
- 3.00 Recreation Specialists

Temporary seasonal labor is also used as needed.

## ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 374,249	\$ 398,209	\$ 398,209	0.00%
Benefits	95,834	103,759	108,843	4.90%
Professional and Contractual	507,094	600,000	560,000	-6.67%
Materials, Supplies, and Other	186,581	155,200	136,700	-11.92%
Total Expenditures	1,163,758	1,257,168	1,203,752	-4.25%
Revenues				
Charges for Services	1,089,034	1,255,000	1,295,000	3.19%
State Grants	5,000	-	-	0.00%
Total Revenues	1,094,034	1,255,000	1,295,000	3.19%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 69,724</b>	<b>\$ 2,168</b>	<b>\$ (91,248)</b>	<b>-4308.86%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Notes:

- In FY2008, \$65,000 in additional funding was provided to retain an additional program supervisor.. The additional staff person and the new delineation of duties permitted staff to increase efforts to raise sponsorship monies for special events, maximize use of classroom space at the center, improve current special events, add more "movie in the park" nights and improve the seasonal class brochure.
- The increase in FY2009 is due to the inclusion of program costs that were previously netted against revenue.
- Changes in FY2010 include the following:
  - An increase of \$230,000 in instructor fees as a result of additional classes and camps being offered. This increase is offset by an increase in revenues;
- Changes in FY2011 include the following:
  - The elimination of \$11,800 in funding for the position of the temporary Food Service Coordinator for the Senior Center.
  - The elimination of \$8,500 in funding for the July 4, 2011 fireworks program. The remaining \$7,500 in savings if the fireworks are not shot would be realized in the FY2012 budget.
  - The elimination of \$4,000 in funding to support the Watch Night event.

## ATHLETIC PROGRAMS

This Division provides funding to support a substantial number of individual and team sports programs and activities for residents of all ages. Youth team sports include soccer, flag football and basketball for boys and girls. Individual sports activities include fall/summer tennis tournaments, and a track meet. Team sports for adults include coed volleyball, coed softball and men's basketball.


Greater emphasis continues to be placed on providing sports activities for children as young as three years of age. A series of "start smart" programs in basketball, football, soccer and golf are offered each year, with over 250 participants.

Staff ensures that coaches of the youth sports teams are trained and better equipped to work with young people. All coaches are required to become certified by NYSCA (National Youth Sports Coaches Association). Additionally, background checks are conducted for all coaches as one way of assuring the safety of participants.

Youth sport participants continue to grow. Winter basketball now attracts more than 800 participants each year. More than 400 girls participate in the summer basketball program. The spring and fall soccer programs feature more than 350 participants for each season. The individual sports tournaments attract more than 50 participants each year. Staff is also involved in helping the Falls Church Lacrosse Program get field space in the spring of each year.

Adult team sports attract more than 600 men who play basketball in the City's three basketball leagues and almost 300 men and women play softball and volleyball. The tennis tournaments attract more than 25 participants each year.

## CITY VISION

 <b>A SPECIAL PLACE</b>	
<b>GOAL</b>	<b>Provide a wide variety of individual and team recreational sports programs for youth and adults to meet the active recreational needs of the City's residents.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide adult coed soccer, volleyball and softball program.</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 4 teams participating in the coed soccer program.</li> <li>Have at least 4 teams participating in the coed volleyball program.</li> <li>Have at least 14 teams participating in the coed softball program.</li> </ul>
<ul style="list-style-type: none"> <li>Provide an adult men's basketball program in the summer, winter and fall.</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 20 men's basketball teams sign up for each of the three seasons of basketball, winter, spring and fall.</li> </ul>
<ul style="list-style-type: none"> <li>Work with the Falls Church Lacrosse league to assure they have adequate field space and are able to use the stadium field at George Mason High School for their games.</li> </ul>	<ul style="list-style-type: none"> <li>Falls Church Lacrosse has adequate space.</li> </ul>
<ul style="list-style-type: none"> <li>Work with Fairfax County to assure the City continues to receive the same amount of field space and gym space in FY 2010, as it has in the past, for use by the various youth sports teams.</li> </ul>	<ul style="list-style-type: none"> <li>Use of Fairfax County athletic facilities remains constant.</li> </ul>
<ul style="list-style-type: none"> <li>Provide youth football, soccer and basketball programs.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a youth flag football program in the fall with at least 150 children participating.</li> <li>Provide a spring and fall youth soccer program with at least 350 participants each season.</li> <li>Provide a youth basketball program with at least 600 participants each season.</li> <li>Assure that all volunteer coaches are certified and trained before becoming youth sports coaches.</li> <li>At least 60% of all volunteer coaches are retained from year to year.</li> <li>At least 95% of coaches are recruited before the individual athletic season begins.</li> </ul>

## STAFFING AND BUDGET RESOURCES

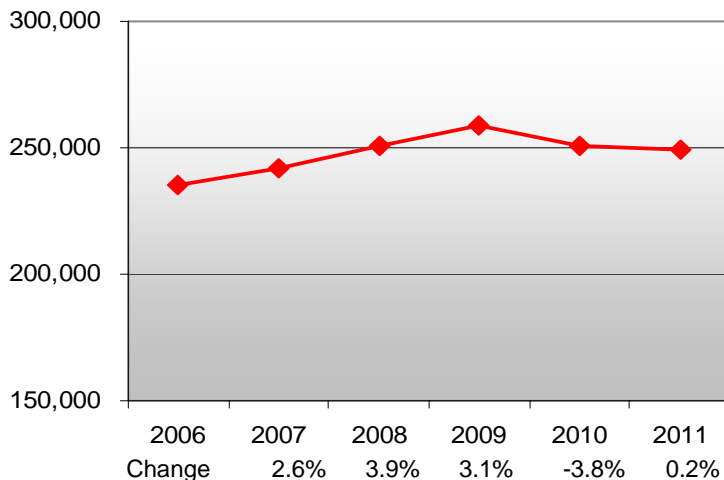
## ADOPTED POSITIONS BY FTE – 1.00 TOTAL

- 1.00 Senior Program Supervisor

Temporary seasonal labor is also used as needed.

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 78,988	\$ 83,203	\$ 83,203	0.00%
Benefits	14,948	15,804	16,357	3.50%
Professional and Contractual	79,843	72,000	72,000	0.00%
Materials, Supplies, and Other	84,793	78,000	78,000	0.00%
Total Expenditures	258,573	249,007	249,560	0.22%
Revenues				
Charges for Services	215,000	220,000	275,000	25.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 43,573</b>	<b>\$ 29,007</b>	<b>\$ (25,440)</b>	<b>-187.70%</b>

**ADOPTED BUDGET TREND: FY2006-2011**

**Notes:**

- In FY2008, \$10,000 additional funding was provided for youth and adult sports officiating fees.
- The following funding were eliminated from FY2010:
  - \$4,000 for gym supervisors;
  - \$6,000 for materials and supplies; and
  - \$6,000 reduction in referees' fees for sports leagues.

**LIBRARY**

This division provides library services to the citizens of Falls Church and has reciprocal borrowing agreements with libraries whose jurisdictions are members of the Council of Governments (COG). It promotes open access to reading, educational, recreational, cultural, intellectual, and informational resources that enrich and enlighten all segments of the community. Its collection contains more than 150,000 items and encompasses all formats: books, periodicals, CDs, DVDs, videocassettes, e-books, and books on tape and disc. There are 18 public Internet workstations, five online catalog stations, two CD stations in the Youth Services area, and the building is wireless accessible. There are two book returns available to the public 24/7: one is a drive through, and the other is located near the front doors. Patrons can renew or reserve materials online, receive overdue and reserve notices via e-mail, and be alerted when library items are coming due via e-mail. A copier is available for use by the public with a small fee for copying, and time and print management software helps Internet usage flow easily for all. Inter-library loan services are available for the citizens of Falls Church, and there are four weekly story hours for children. Special programs are held throughout the year, and last year 345 programs were held with 14,235 people attending them. The Library joined with eight community sponsors to promote the annual summer reading program for children and over 950 children and young adults participated. During its annual "Food for Fines" program, it collected 905 items that were donated to local food banks in lieu of fines for the week. Over 10,000 City residents (more than 90% of the City's population) are registered and active library users. Circulation last year continued to increase (17%+) with the highest count in the history of the library capping five years of

continuous record breaking circulation! Last, but not least, the library was chosen twice as a Star Library in a national ranking index of over 13,000 public libraries – one of only three in Virginia and one of only two that has been selected twice in Virginia.

In order to achieve necessary reductions in the FY2011 operating budget, the following cost-saving measures were adopted: (1) elimination of a 28 hour/week AV librarian position (currently vacant); (2) elimination of all money for substitute librarians and substitute library assistants; (3) 50% reduction in “other operating materials” used for repair and maintenance of library DVDs, audio discs, and other materials; (4) reduction of hours open to the public from 68 hours/week to 54 hours/week; and (5) reduction of operating hours for the Local History Room from 32 hours/week to 15 hours/week.

### CITY VISION



#### INNOVATION

<b>GOAL</b>	<b>Continue to develop the administrative automation system which provides the basic core library services of an online catalog, checking in and out of materials, and hold processes for the benefit and use of the public that keeps pace with technological advances/needs.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Implement the acquisitions module of the new Integrated Library System (ILS) by the end of July 2010.</li> <li>Implement the e-Commerce enhancement of the new ILS by December 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Staff is fully trained on the module and using it to order materials by the end of July 2010.</li> <li>Staff is fully trained on the e-Commerce enhancement and payment procedures are agreeable to and endorsed by the City Finance Division and the City Treasurer.</li> <li>Publicity for the public on e-Commerce is prepared and ready for launch by the end of December 2010.</li> </ul>	



#### NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE

<b>GOAL</b>	<b>Provide excellent customer service to patrons.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Solicit patron feedback via a survey to determine how well the library is providing services no later than June 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a minimum of 500 surveys in the library for patrons to fill out by April 2011.</li> <li>Post a survey on the library's website by April 2011.</li> <li>Tally and post results to the survey by the end of June 2011.</li> <li>Have an overall satisfaction rating of 95% or better from patrons from the survey.</li> </ul>	
<ul style="list-style-type: none"> <li>Increase access to the Local History collection.</li> </ul>	<ul style="list-style-type: none"> <li>Index 750 obituaries so they are searchable on the library's web site by May 2011.</li> </ul>	
<ul style="list-style-type: none"> <li>Expand community partnerships between the library and the schools and agencies serving youth.</li> </ul>	<ul style="list-style-type: none"> <li>Attend the PTA information night and provide library information for parents.</li> <li>Promote the Summer Reading Program to grades K-7 at Thomas Jefferson Elementary School, Mount Daniel Elementary School, and Mary Ellen Henderson Middle School by speaking to at least 1,000 children.</li> <li>Host a Thomas Jefferson Elementary School art display.</li> </ul>	
<ul style="list-style-type: none"> <li>Process new materials in a timely manner for the public.</li> </ul>	<ul style="list-style-type: none"> <li>Catalog 95% of all new materials within one month of arrival.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

## ADOPTED POSITIONS BY FTE – 19.25 TOTAL

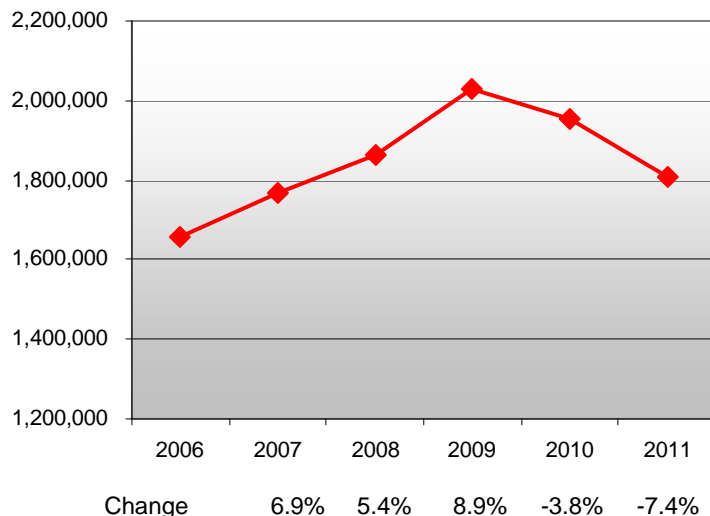
- 1.00 Library Director
- 2.00 Library Section Supervisor
- 3.50 Librarians
- 6.65 Library Assistants
- 1.00 Circulation Supervisor
- 1.00 Technical Services Supervisor
- 1.00 Automation Specialist
- 1.00 Senior Administrative Assistant
- 1.00 Senior Maintenance Worker
- 0.60 Library Page

Temporary workers are also used as needed.

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 1,182,485	\$ 1,218,292	\$ 1,106,754	-9.16%
Benefits	329,069	336,699	348,040	3.37%
Professional and Contractual	44,865	49,173	49,173	0.00%
Materials, Supplies, and Other	371,646	348,449	303,585	-12.88%
Capital Outlay	16,621	-	-	0.00%
Total Expenditures	1,944,686	1,952,613	1,807,552	-7.43%
Revenues				
State Grants	164,706	168,251	140,682	-16.39%
Charges for Services	6,989	7,000	7,000	0.00%
Fines	48,985	35,000	45,000	28.57%
Other Grants and Contributions	32,282	-	-	0.00%
Total Revenues	252,961	210,251	192,682	-8.36%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,691,725</b>	<b>\$ 1,742,362</b>	<b>\$ 1,614,870</b>	<b>-7.32%</b>

## ADOPTED BUDGET TREND: FY 2006-2011

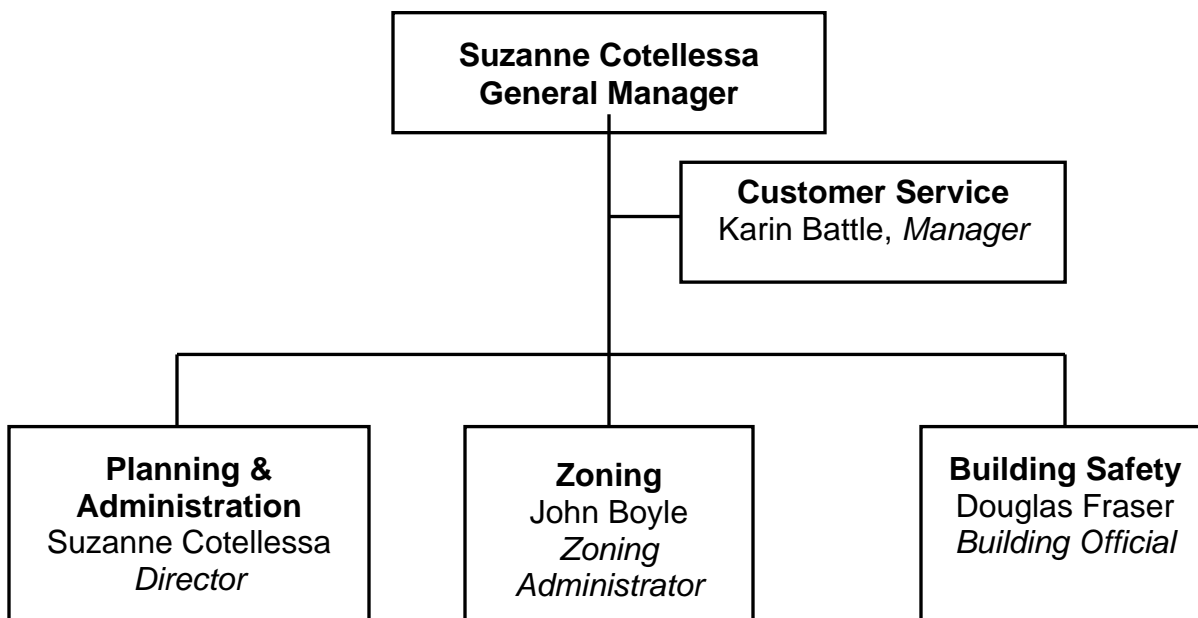


## Notes:

- For FY2011, the following are the major changes in the Library's budget:
  - Elimination of a 28 hour/week AV librarian position (currently vacant).
  - Elimination of all money for substitute librarians and substitute library assistants.
  - 50% reduction in "other operating materials" used for repair and maintenance of library DVDs, audio discs, and other materials.
  - Reduction of hours open to the public from 68 hours/week to 54 hours/week.
  - Reduction of operating hours for the Local History Room from 32 hours/week to 15 hours/week.

## DEPARTMENT OF DEVELOPMENT SERVICES

### ORGANIZATIONAL CHART



### PLANNING & ADMINISTRATION



The Planning and Administration Division guides the long-term land use policies for the City as well as conducting development review for all new development proposals in the City. The Planning Division has a key role in the City's future as the author of the City's long-term land use and policy document for the future, the Adopted Comprehensive Plan, fully updated in late 2005 and scheduled for review/update beginning in 2010. The Plan is the road map for the City's future over the next 30 years. The Division also works to facilitate economic development while ensuring land use, environmental, and historic preservation regulations are met. The staff receives, reviews, and processes approximately 25 major development applications per year and also provides detailed technical assistance to the City's appointed planning policy board – the Planning Commission. Staff provides written reports, summaries and oral presentations at more than 100 Planning Commission, City Council, and other Board and Commission meetings and work sessions each year, including the Citizen's Advisory Committee on Transportation, the Historic Architectural Review Board, the Economic Development Authority, and the Architectural Advisory Board. Staff provides routine professional advice to the City Manager, City Attorney, City Council and Planning Commission on a wide variety of planning, development, regulatory and policy matters.

Staff further provides immediate and consistent advice and assistance to more than 2,000 City property owners, residents, business owners and interested developers annually with regard to planning, land use and development and handled more than 5,000 development inquiries last year. In addition, Staff processed 56 Chesapeake Bay Interdisciplinary Review Team (CBIRT) applications and five Historic Architectural Review Board applications last year. The Planning Division is also responsible for a wide variety of special projects that include the comprehensive rewrite of the Zoning Code to make the document more useable and clear. The Division is working on up to 30 other special projects involving City Center, North Washington Street Streetscape implementation, Pedestrian and Traffic Calming Plan, East Falls Church Study (with Arlington County), development fee schedule update, green development policy, design review, economic development, demographic forecasting, Census 2010, environmental issues, fiscal impact modeling, geographic information systems, process improvement, land use, and transportation planning.

Planning Division costs are driven by providing staff support for the City's Boards, Commissions, and Committees as well as performing studies, ongoing project reviews, and coordinating with Northern Virginia, Commonwealth, and regional planning organizations on land use and transportation matters. Intensive, long-term projects such as the zoning ordinance rewrite have been undertaken with the assistance of consultants and contracted services, managed by Planning staff. In this budget cycle, staff has been able to decrease the cost of consulting services by carrying over funding from FY 2010 for the zoning ordinance project, and reducing contracted professional services. Hard costs have also been reduced in this division, including requests for office supplies, travel, and training and dues. Change in staff salaries for this division reflects separation of the Geographic Information Systems function (one full time employee) from Planning and transfer of one full time employee from the zoning function to the administration function to manage front desk operations for planning, zoning, and building. Funding has been preserved in the budget to ensure that staff is able to manage its workload, retain professional certifications, appropriately administer division projects, and continue to demonstrate a strong commitment to engaging the community in the planning process.

Administration of the Permits Counter/Customer Service functions of the department are managed through this division. Intake and processing of all permits (including land use, zoning, grading, and building) and all bonds (including landscape, tree preservation, erosion and sediment control, demolition, and performance) will occur at the counter to offer a one-stop shop approach to our clients.

## CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOALS</b>	<b>Current Planning – Provide concise, thoughtful and thorough review of development plans and communication with citizens, developers and decision makers. Create and implement new land use tools that encourage creative, compatible and sustainable development.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Clear, consistent and timely development review for all site plans, subdivisions, rezoning, Chesapeake Bay Preservation, and special exception applications.</li> <li>Professional technical assistance to City Council, Planning Commission, Citizen's Advisory Committee on Transportation, the Historic Architectural Review Board, and Architectural Advisory Board.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to 100 percent of email inquiries within 24 hours.</li> <li>Provide written feedback to applicants on project progress.</li> <li>Use internal tracking system (MUNIS) to facilitate smooth processing of applications.</li> </ul>
 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>Comprehensive Planning –Monitor and update the City's long term planning policies to include the Zoning Ordinance, and Comprehensive Plan</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Update key policies, regulations, and tools with comprehensive Zoning Ordinance Review and Update, Comprehensive Plan Review/Update and Transportation Plan Coordination/Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Substantially complete Zoning Ordinance rewrite project by December 2010.</li> <li>Initiate Comprehensive Plan review and begin outreach/update by December 2010.</li> </ul>



## OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH

<b>GOALS</b>	Provide citizens with meaningful, relevant, convenient ways to participate in local government and a positive customer experience	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Provide opportunities to share ideas, inform government decisions, and support active civic life.</li> </ul>	<ul style="list-style-type: none"> <li>Post on the City's web site information on the Department's activities (meeting agenda/materials posted at least one business day prior)</li> </ul>	
<ul style="list-style-type: none"> <li>Improve permit processing efficiency and adopt best practices to ensure excellent customer service.</li> </ul>	<ul style="list-style-type: none"> <li>Centralize and triage permit intake and create a feedback mechanism for customer satisfaction</li> </ul>	

## STAFFING AND BUDGET RESOURCES

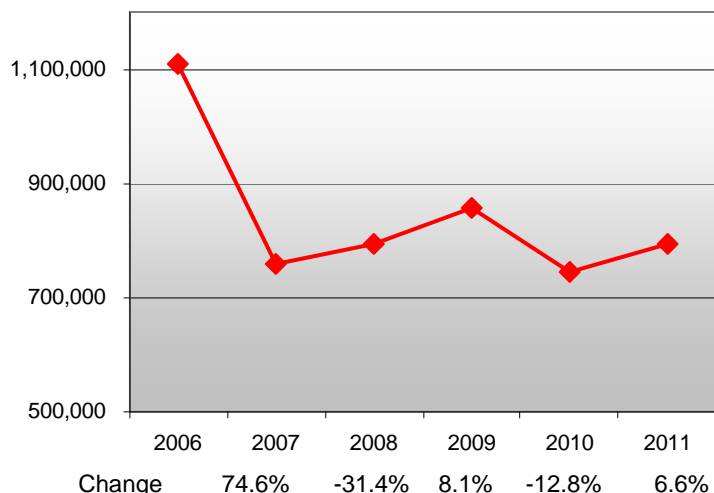
### ADOPTED POSITIONS BY FTE – 7.81 TOTAL

- 1.00 General Manager, Development Services/Planning Director
- 1.00 Principal Planner, Current Planning
- 0.81 Principal Planner, Comprehensive/Transportation Planning
- 1.00 Senior Planner
- 1.00 Planning Specialist
- 1.00 Customer Service Manager
- 2.00 Senior Permits Technician

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 450,490	\$ 513,776	\$ 586,094	14.08%
Benefits	107,830	121,893	164,703	35.12%
Professional and Contractual	96,537	90,700	23,700	-73.87%
Materials, Supplies, and Other	46,505	19,781	20,852	5.41%
Total Expenditures	701,362	746,150	795,349	6.59%
Revenues				
Licenses, Fees, and Permits	500	-	-	0.00%
Federal Grants	29,315	-	-	0.00%
Total Revenues	29,815	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 671,547</b>	<b>\$ 746,150</b>	<b>\$ 795,349</b>	<b>6.59%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Notes:

- In FY2006, the federally funded transportation grant is included.
- In FY2010, professional consulting services for zoning code rewrite involved carry-over funds from FY2009. The reduction in FY2010 reflects a decrease in consulting services for traffic impact analysis review (transferred to DES) and GIS services, as well as reduced costs for travel, training, and supplies.
- In FY 2011, salaries/benefits reflect separation of GIS function from Planning (to DES) and transfer of administrative assistants and permit technicians to oversee counter operations for planning, zoning, and building functions. Reduced professional fees reflect completion of zoning ordinance consultant contract.

## ZONING

The Zoning Office administers the zoning regulations of the City and provides technical review and advice to citizens, the development community, and City staff. Zoning answers the question, "What can I do with my land?" dozens of times each week. The staff receives, reviews, and processes hundreds of development applications each year including building, sign, floodplain, subdivision plats, plot plans, grading plans, and site plans. Zoning provides primary staff support to the Architectural Advisory Board (AAB) and Board of Zoning Appeals (BZA). The staff also enforces the zoning ordinance, conducting on site inspections and seeking compliance with the code and working diligently to remedy violations. The staff may also be required to testify in court and before boards and commissions as an expert witness on zoning.

Each year Zoning reviews approximately 1,500 regular permit applications and processes BZA and AAB applications. As a function of these reviews, Zoning conducts approximately 750 field inspections each year for enforcement activities, as-built site inspections, and site documentation. Zoning staffs a dozen scheduled AAB and BZA public hearings each year, and attends, on occasion, Planning Commission and City Council meetings. In total, Zoning staff attends and provides technical information for approximately 75 board, commission, and staff meetings annually. Budget for personnel in the zoning function is reduced from the previous fiscal year to reflect reprogramming the senior administrative assistant to administration for the department to support planning, zoning, and building functions.

## CITY VISION



## NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE

<b>GOAL</b>	Preserve neighborhood character and quality of life through effective administration and enforcement of zoning regulations.	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>• Provide clear and consistent interpretation and administration of the zoning ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to Zoning Ordinance questions within 48 hours, 90 percent of the time.</li> </ul>	
<ul style="list-style-type: none"> <li>• Review subdivision plots, plot plans, grading plans and site plans, building permits, sign permits, floodplain permits, and certificate of occupancies for zoning compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Approve daily permits within 48 hours, 90 percent of the time.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

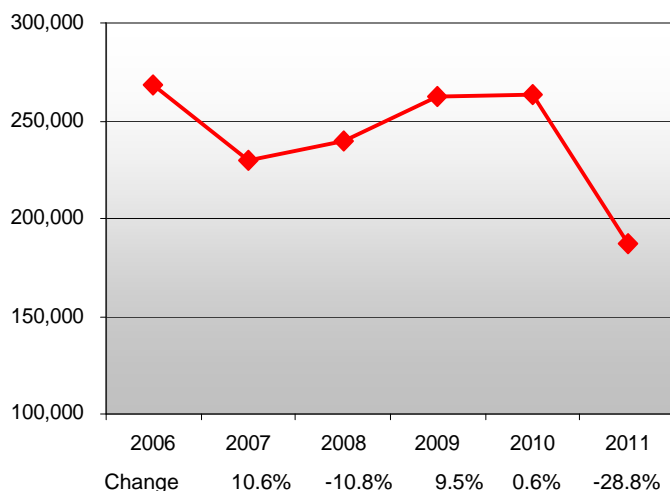
## ADOPTED POSITIONS BY FTE – 2.00 TOTAL

- 1.00 Zoning Administrator
- 1.00 Development Services Inspector

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 197,677	\$ 198,928	\$ 139,859	-29.69%
Benefits	55,193	58,878	41,338	-29.80%
Professional and Contractual	7,956	600	600	0.00%
Materials, Supplies, and Other	7,162	4,649	5,503	18.37%
Total Expenditures	267,988	263,055	187,300	-28.80%
Revenues				
Licenses, Fees, and Permits	33,970	66,960	66,960	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 234,018</b>	<b>\$ 196,095</b>	<b>\$ 120,340</b>	<b>-38.52%</b>

## ADOPTED BUDGET TREND: FY2006-2011



## Note:

- Increase in FY2006 reflects salary adjustments for a promotion and the filling of a vacancy.
- FY2007 decrease reflects difference in salary between retiring employee and new hire (Zoning Administrator).
- Increase in FY2009 reflects filling a vacancy for Senior Administrative assistant.
- FY2010 budget includes disposition of a vehicle from the motor pool and maintenance of level staffing.
- FY2011 budget reflects reduction in staff salary/benefits to reflect transfer of senior administrative assistant to the administrative function to provide support to all department functions including counter operations for building, planning and zoning.

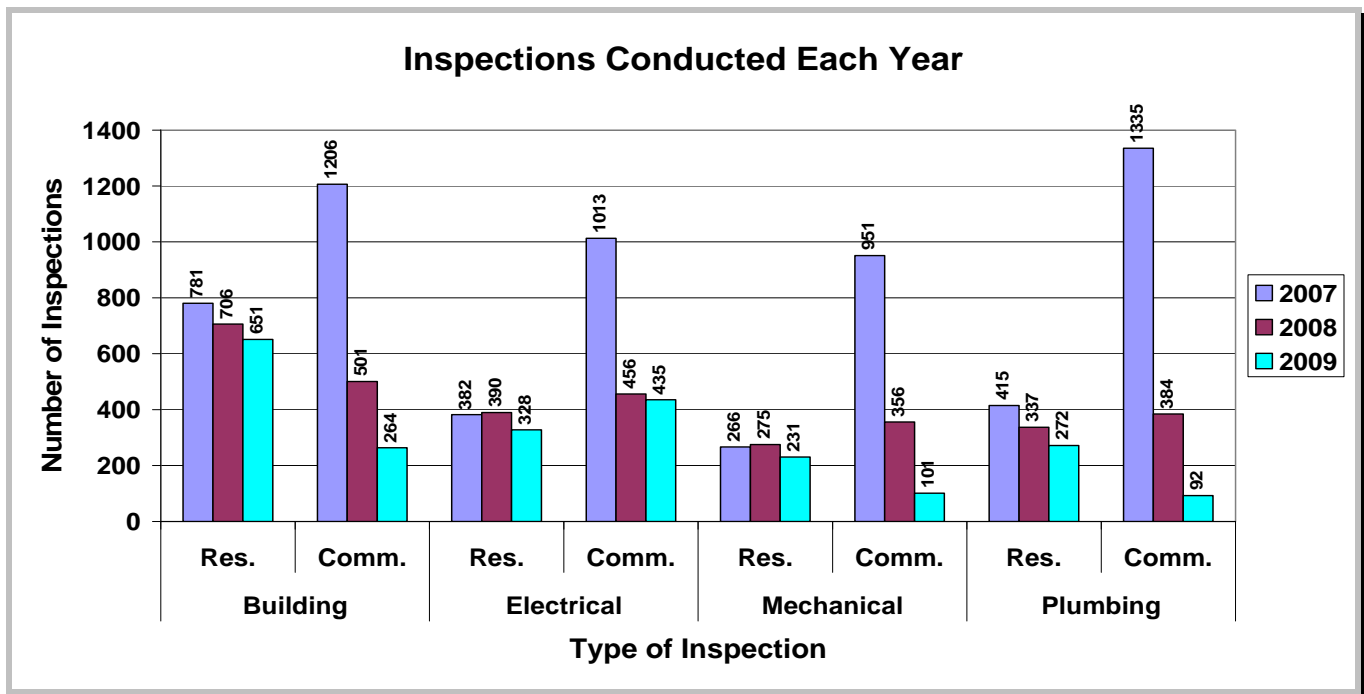
## BUILDING SAFETY

This Division is dedicated to the protection of the health, safety and welfare of residents and visitors through the enforcement of the Virginia Uniform Statewide Building Code. This division issues building, mechanical, electrical, plumbing, fuel gas, fire alarm, and fire suppression permits and provides plan review, inspection, and code enforcement of building construction for new structures, and for the rehabilitation of existing structures. This division issues and maintains occupancy permits for all buildings in the City of Falls Church. This division also enforces the Virginia Maintenance Code as enacted by the City of Falls Church.

In the past the Inspections Division had come to rely heavily on the outside consultant to perform inspections and trade reviews. Now with our in-house Electrical Plan Reviewer and Combination Inspector we are more self-

sufficient as a building department, we have seen a substantial reduction in consulting fees, and we are able to respond more quickly and reliably to calls for service.


FY2010 budget reductions included elimination of overtime and reduction of professional service funds. FY2011 continues the trend of reducing outsourced services. Increase in other costs reflects training and certification requirements previously absorbed in public safety budget. Administration of the permits counter will be coordinated through the Planning and Administration Division.



Total Inspections:

Year	Res.	Comm.	Total
2008	1724	1697	3469
2009	1428	892	2320

## CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	Ensure the continued quality of plan reviews and inspections in the City of Falls Church, to stay in step with our community development, and ensure the safety of our aging buildings.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>To provide a flexible, dependable, well-trained and multi-disciplined building department, with full Virginia State and International Code Council certifications in all disciplines.</li> <li>To reduce building department dependence on IBTS to 10%.</li> </ul>	<ul style="list-style-type: none"> <li>Staff certification portfolio to cover the full spectrum of building trades, and training portfolio to maintain certifications.</li> <li>Tabulation of IBTS plan reviews and inspections to be less than 10% of staff plan reviews and inspections.</li> </ul>

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>To achieve and maintain the highest Insurance Service Organization rating and strive to be the best building code agency in the region. ISO weighs heavily on staff to workload ratio. They also look carefully at our certification portfolio.</li> </ul> | <ul style="list-style-type: none"> <li>Achieved by the next ISO evaluation which will be in August 2010. It will be based on construction activity for calendar year 2009.</li> </ul> |
|---|---|

## STAFFING AND BUDGET RESOURCES

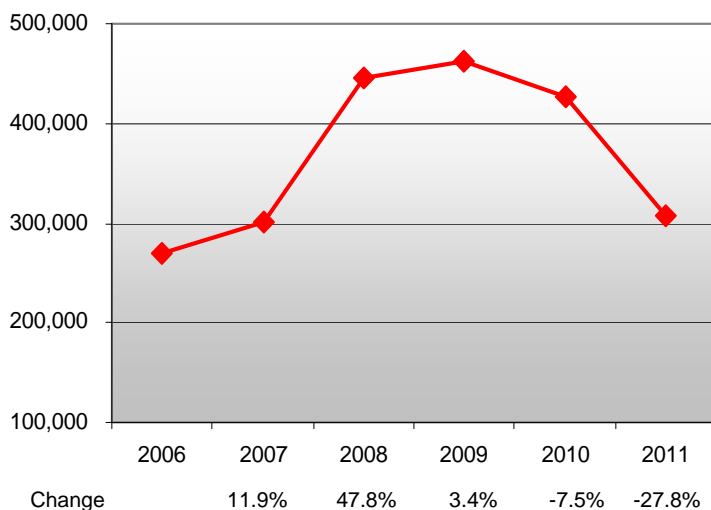
### ADOPTED POSITIONS BY FTE – 3.00 TOTAL

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1.00 Building Official</li> <li>1.00 Electrical Plan Reviewer and Inspector</li> </ul> | <ul style="list-style-type: none"> <li>1.00 Building Inspector</li> </ul> |
|---|---|

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 290,124	\$ 291,350	\$ 220,271	-24.40%
Benefits	80,349	85,127	61,400	-27.87%
Professional and Contractual	19,533	35,100	5,100	-85.47%
Materials, Supplies, and Other	12,207	15,403	21,424	39.09%
Total Expenditures	402,213	426,980	308,195	-27.82%
Revenues				
Licenses, Fees, and Permits	171,804	161,071	198,998	23.55%
Total Revenues	171,804	161,071	198,998	23.55%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 230,409</b>	<b>\$ 265,909</b>	<b>\$ 109,197</b>	<b>-58.93%</b>

### ADOPTED BUDGET TREND: FY2006-2011



#### Notes:

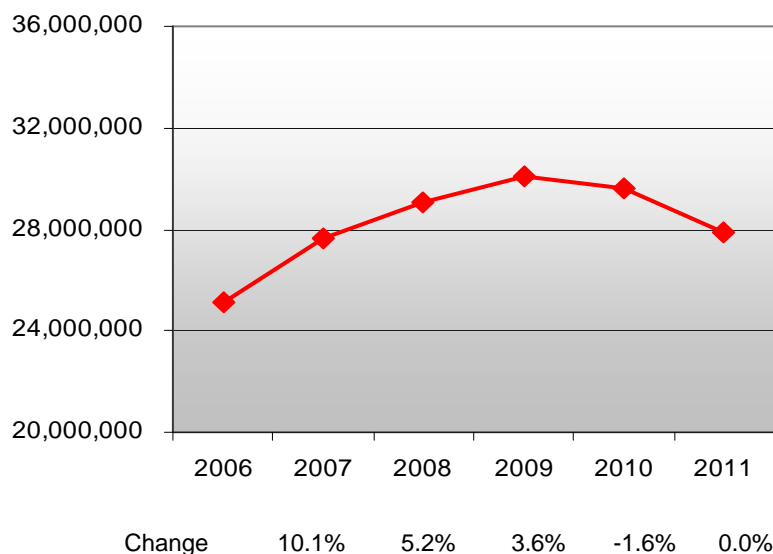
- An additional inspector was included for FY2008.
- FY2009 professional services were reduced as a result of the addition of an electrical inspector in FY2008.
- Decrease in FY2010 was a result of eliminating overtime costs and reducing professional service fees for outsourced building inspection functions.
- In FY2011, the Permits Technician and Senior Administrative Assistant positions will be managed through the Permits Counter/Customer Service operation of the Planning and Administration Division, causing a decrease in this division's budget.

## TRANSFER TO SCHOOL BOARD

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Transfer to School Board	29,746,392	29,624,825	27,861,600	-5.95%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>29,746,392</b>	<b>29,624,825</b>	<b>27,861,600</b>	<b>-5.95%</b>

## ADOPTED BUDGET TREND: FY2006–2011



The School Board's budget can be found on pages 187-191 of this document.

## OTHER EDUCATION EXPENDITURES

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Northern Virginia Community College Contribution	\$ 12,090	\$ 12,295	\$ 15,295	24.40%
Education Foundation Contribution	20,000	-	-	0.00%
Other Contributions	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 32,090</b>	<b>\$ 12,295</b>	<b>\$ 15,295</b>	<b>24.40%</b>

## DEBT SERVICE

The City issues debt as necessary to fund long-lived capital assets such as school buildings, open space, and major public facilities and infrastructure. The adopted use of debt financing is included as part of the City's Capital Improvement Program (CIP) and is subject to the Council's adopted debt policies which are summarized on page 25.

Debt service includes all general obligations of the City. The City did not add any additional general obligation debt during FY2010 nor were there any debts fully retired or paid off.

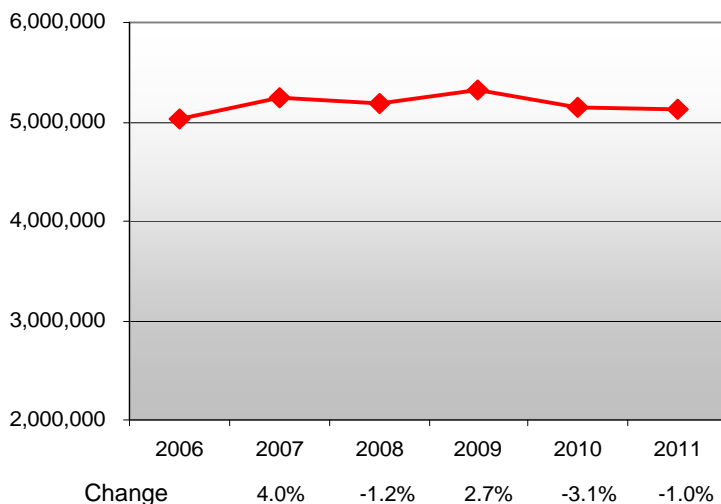
The FY2010 debt service expenditure break-down functionally as follows:

FUNCTION	AMOUNT
Schools	\$3,464,702
General Government	1,620,518
Costs and Fees	16,000
Total	\$5,101,220

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 15,792	\$ 24,000	\$ 16,000	-33.33%
Principal	3,776,678	3,570,241	3,652,575	2.31%
Interest	1,663,837	1,556,139	1,432,645	-7.94%
Total Expenditures	5,456,307	5,150,380	5,101,220	-0.95%
Revenues				
Other Grants and Contributions	1,021,812	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 5,456,307</b>	<b>\$ 5,150,380</b>	<b>\$ 5,101,220</b>	<b>-0.95%</b>

### ADOPTED BUDGET TREND: FY 2006–2011



#### Note:

- The City issued debt of \$1,800,000 in FY2005 to purchase open space. Debt service began in FY2006.
- The City issued \$1,000,000 in general obligation bonds during FY2006 to fund improvements at Mt. Daniel Elementary School.
- The City refunded the 1990 General Obligation bonds during FY2007 resulting in an annual interest savings of \$6,500. Other savings were realized through normal repayment of outstanding debt.
- The City issued \$2,000,000 in general obligation bonds in 2008 for the acquisition of property for street improvements related to the City Center project

## POST-EMPLOYMENT BENEFITS OTHER THAN PENSION

In addition to pension, the City provides health insurance and life insurance benefits for employees who have both vested in the City's pension plan and retire from the City. Together, these are referred to as "Other Post-Employment Benefit" (OPEB).

For employees hired prior to April 1, 2008 the City pays 50% of the retiree's health insurance premium and 100% of the premiums for \$2,000 life insurance policy with the benefit vesting after either five years of credible service or eligibility to retire, whichever comes first. For employees hired on or after April 1, 2008 the City pays 20% of the retiree's health insurance premium after ten years' credible service and the benefit increases by 2% per year up to 50% at twenty-five years of service.

In FY2008, the City made the decision to begin funding its actuarial liabilities and established a trust fund to accumulate such funds. In that initial year of funding, the City pre-funded a portion of the actuarial liability for OPEB. Since then, the City has fully funded its Actuarially Required Contribution (ARC) for OPEB. As a result of overfunding the OPEB fund in FY2008, the funding adopted for FY2011 is reduced by \$202,000. With this adjustment, the City will still fully fund its liability. The following table shows the portion of the FY2011 ARC that is allocable to current retirees and reflects this adjustment. Throughout this budget, the City has allocated a portion of the ARC that is allocable to active employees. In total for the General Fund, the City will contribute \$333,134.

### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Benefits	\$ 112,052	\$ 125,520	\$ (60,000)	-147.80%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 112,052</b>	<b>\$ 125,520</b>	<b>\$ (60,000)</b>	<b>-147.80%</b>

## TRANSIT

In prior years the City provided for GEORGE, a public transit bus system connecting the East Falls Church and West Falls Church subway stations with intermediate stops in the downtown area. GEORGE was run under contract with no City positions allocated to the system. The costs of the GEORGE system had been paid out of the general fund for the years prior to FY2010. Beginning in FY2010 the GEORGE schedule was reduced to rush hour only and the costs paid out of the Northern Virginia Transit Commission (NVTC) trust fund. In FY2011, a task force was established to review options for keeping GEORGE. As a result of this review, further reductions to GEORGE service are being recommended by the task force. The City will also resume paying for this service out of its General Fund rather than out of NVTC trust fund. The estimated net cost to the City is \$30,000 to operate the system for three months while other options for providing transit services in the City. The table below shows this cost, along with \$8,000 of annual payment to NVTC for the City's share of administrative costs.

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 606,897	\$ 5,000	\$ 38,000	760.00%
Total Expenditures	606,897	5,000	38,000	760.00%
Revenues				
Other Grants and Contributions	11,000	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 595,897</b>	<b>\$ 5,000</b>	<b>\$ 38,000</b>	<b>760.00%</b>

The City's required direct subsidy for WMATA for Metrobus and Metrorail operations and capital needs is funded through the fuels tax collected and disbursed by the NVTC. This is not included in the City's budget as the City has no claim upon those funds. The following is activity in the NVTC trust fund, actual for FY2009 and projected for FY2010 and FY2011:

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Metrorail/Metrobus	\$ 2,019,983	\$ 2,100,000	\$ 2,200,000	4.76%
GEORGE	-	300,000	-	-100.00%
<b>Total Expenditures</b>	<b>\$ 2,019,983</b>	<b>\$ 2,400,000</b>	<b>\$ 2,200,000</b>	<b>-8.33%</b>
Revenues				
Beginning balance	\$ 335,611	\$ 570,118	\$ 97,000	-82.99%
Revenues (all sources)	2,052,695	2,100,000	2,100,000	0.00%
<b>Total Available</b>	<b>\$ 2,388,306</b>	<b>\$ 2,670,118</b>	<b>\$ 2,197,000</b>	<b>-17.72%</b>

**RESERVES**

The City Council appropriates an undesignated reserve to provide for small, unexpected funding requests during the year. These actions may only take place by Council resolution. Any amount not expended may be reappropriated in the following year.

This budget proposes to reserve \$1,300,000 to restore the City's fund balance to 8% of the City's revenue, the minimum required under the City's Fund Balance Policy as described in the City Introduction section of this document. The fund balance restoration reserve is made up of two cents on the real estate tax rate (\$600,000), the sale of the Pendleton House (\$600,000) and the recapture of savings in the School fund as a result of health insurance costs being less than early projections and reduced contributions to the Virginia Retirement System (\$100,000).

The budget also contains a reserve of \$50,000 to offset potential changes to State funding for local offices that was not known at the time the budget was adopted.

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Council Contingency	\$ -	\$ 15,000	\$ 7,500	-50.00%
Reserve for Restoration of Fund Balance	-	-	1,300,000	>100%
Reserve for State aid	-	-	50,000	>100%
Capital Outlay	840,268	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 840,268</b>	<b>\$ 15,000</b>	<b>\$ 1,357,500</b>	<b>8950.00%</b>

**TRANSFERS**

The transfers out of the General Fund are to provide funding for projects in the Capital Improvement Program (CIP) accounted for in the capital project fund. The adopted transfers are to provide for matches to federal grants. This transfer is being paid out of current year revenue and not out of fund balance.

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to CIP	2,288,480	6,113,000	318,250	-94.79%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>2,288,480</b>	<b>6,113,000</b>	<b>318,250</b>	<b>-94.79%</b>

This page intentionally left blank.

**CITY OF FALLS CHURCH**  
**FY2011 ADOPTED BUDGET**  
**AND FIVE-YEAR CAPITAL**  
**IMPROVEMENTS PROGRAM**

**WATER  
FUND**


**FY2011 ADOPTED BUDGET****WATER FUND REVENUES**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Service Charges	\$ 19,095,058	\$ 19,485,106	\$ 19,542,663	0.30%
Availability Fees	1,502,966	500,000	250,000	-50.00%
Connection Charges	125,076	151,000	151,000	0.00%
Other Charges	643,815	422,000	622,000	47.39%
<b>Total Charges for Services</b>	<b>21,366,915</b>	<b>20,558,106</b>	<b>20,565,663</b>	<b>0.04%</b>
Developer Contributions	233,178	-	-	-
<b>Total Grants and Contributions</b>	<b>233,178</b>	<b>-</b>	<b>-</b>	<b>-</b>
Investment Revenues	246,984	140,000	125,000	-10.71%
Rental Revenue	188,319	160,000	190,000	18.75%
<b>Total Revenue from Use of Money and Property</b>	<b>435,303</b>	<b>300,000</b>	<b>315,000</b>	<b>5.00%</b>
Miscellaneous Revenue	18,303	6,000	6,000	0.00%
<b>Total Miscellaneous Revenue</b>	<b>18,303</b>	<b>6,000</b>	<b>6,000</b>	<b>0.00%</b>
Proceeds from Bond Sale	-	3,575,000	4,350,000	21.68%
Use of Fund Balance	-	75,000	300,000	300.00%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>3,650,000</b>	<b>5,250,000</b>	<b>43.84%</b>
<b>TOTAL REVENUE - WATER FUND</b>	<b>\$ 22,053,699</b>	<b>\$ 24,514,106</b>	<b>\$ 25,536,663</b>	<b>4.17%</b>

## WATER FUND ADMINISTRATION

The Department of Environmental Services provides management and oversight of the City's water system to ensure high quality and reliable service, including related planning, engineering, mapping, design, and construction activities. The City purchases nearly six billion gallons per year from the Washington Aqueduct. This water is then distributed through 497 miles of water mains over 33 square miles. The system includes approximately 3,200 fire hydrants and 9,950 valves, and the department collects nearly 150 water samples per month to ensure water quality.

### CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Maintain a high-performing Water Utility that supports economic growth within its service territory in Fairfax County and the City, and provides responsive customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Conduct benchmarking study that includes analysis of performance measures, organizational needs, staffing requirements, and work flow enhancements</li> </ul>	<ul style="list-style-type: none"> <li>Conduct study by June 30, 2011.</li> </ul>
<ul style="list-style-type: none"> <li>Provide timely response to inquiries and complaints/compliments received from customers, engineers, contractors, developers and citizens about utility services.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to inquiries and complaints/compliments within 24 hours, and requests for water samples within 72 hours.</li> </ul>
<b>GOAL</b>	<b>Build infrastructure that supports redevelopment efforts in Fairfax County and City, and maintain and improve system assets.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop capital investment plans to address deficiencies and identify funding sources</li> </ul>	<ul style="list-style-type: none"> <li>Update CIP plan by November 2010.</li> <li>Complete 95% of CIP projects on time and within budget.</li> </ul>

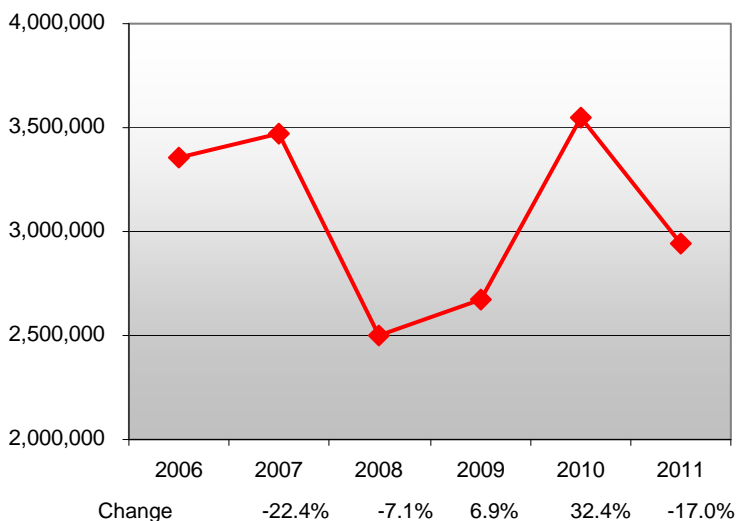
### STAFFING AND BUDGET RESOURCES

#### ADOPTED POSITIONS BY FTE – 10.35 TOTAL

- |  |  |
|--|--|
| • 0.70 General Manager, Department of Environmental Services | • 1.45 Senior Administrative Assistants  |
| • 0.95 Director, Public Utilities                            | • 0.50 Contracts Manager                 |
| • 0.25 Director, Public Works Engineering                    | • 0.50 Environmental Services Technician |
| • 0.95 Engineering Technician                                | • 1.90 Water and Sewer Inspectors        |
| • 0.95 Utilities Engineer                                    | • 0.95 Engineering Assistant             |
| • 0.50 Erosion and Sediment Control Inspectors               | • 0.25 Engineer                          |
|  | • 0.50 Permits Technician                |

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 813,892	\$ 842,103	\$ 857,886	1.87%
Benefits	207,874	227,507	239,878	5.44%
Professional and Contractual	1,570,446	1,107,500	382,500	-65.46%
Materials, Supplies, and Other	2,326,353	364,639	349,610	-4.12%
Capital Outlay	(80,000)	-	-	0.00%
Admin Fees to General Fund	973,356	1,000,000	1,110,000	11.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 5,811,923</b>	<b>\$ 3,541,749</b>	<b>\$ 2,939,875</b>	<b>-16.99%</b>

**ADOPTED BUDGET TREND: FY2006 – 2011**

**Notes:**

- Decrease in FY2008 due to reduction in administrative transfer to the General Fund and reallocation of certain salaries and benefits to the General Fund.
- Increase in FY 2010 due to legal fees.
- FY2011 removes \$725,000 in estimated legal fees.

**WATER CUSTOMER SERVICE**

This Division provides quality service to more than 35,000 accounts within the water system's 33 square mile service area. Responsibilities include meter reading, billing, mailing and collection of all water and sewer bills for the system's customers. Customer Service Representatives assist customers over the phone with common questions as well as help those who wish to pay their water bill in person at City Hall. Trained technicians install new meters, repair and replace existing meters, and perform various testing to existing meters to ensure accuracy.

**CITY VISION**

**WORLD CLASS GOVERNMENT AND PUBLIC OUTREACH**

**GOAL** To provide outstanding service to the water customers of the City.

**OBJECTIVES**

- Provide accurate and timely bills to all

**KEY PERFORMANCE MEASURES**

- 99% of bills will be accurate

customers.	<ul style="list-style-type: none"> <li>Quarterly bills are mailed to customers within 20 days of completion of meter reading</li> <li>Monthly bills are mailed to customers by the 10th of the month</li> </ul>
<ul style="list-style-type: none"> <li>Ensure customer concerns are addressed properly and timely</li> </ul>	<ul style="list-style-type: none"> <li>100% of written customer correspondences are handled within 3 business days</li> <li>100% of telephone calls are responded to within 1 business day</li> </ul>

### STAFFING AND BUDGET RESOURCES

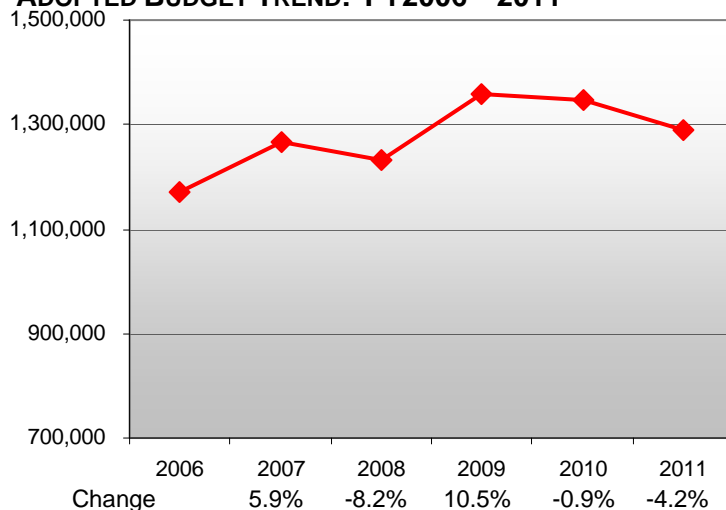
#### ADOPTED POSITIONS BY FTE – 13.63 TOTAL

- 0.33 General Manager, Administrative Services
- 0.95 Director, Utilities Customer Service
- 0.95 Utilities Accounting Manager
- 2.85 Senior Customer Service Representatives
- 2.85 Customer Service Representatives
- 2.85 Meter Readers
- 1.90 Meter Technicians
- 0.95 Field Technician

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 698,842	\$ 736,148	\$ 711,914	-3.29%
Benefits	242,248	266,180	270,290	1.54%
Professional and Contractual	46,508	46,720	46,000	-1.54%
Materials, Supplies, and Other	188,322	298,200	262,314	-12.03%
Capital Outlay	(52,166)	-	-	0.00%
Total Expenditures	1,123,754	1,347,248	1,290,518	-4.21%
Revenues				
Charges for Services	614,645	400,000	600,000	50.00%
Total Revenues	614,645	400,000	600,000	50.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 509,109</b>	<b>\$ 947,248</b>	<b>\$ 690,518</b>	<b>-27.10%</b>

#### ADOPTED BUDGET TREND: FY2006 – 2011



##### Notes:

- FY2005 increase in Water Meter Budget to replace stopped meters.
- FY2006 increase in Professional Services for Utility Billing Outsourcing.
- FY2007 includes funds for replacing office furnishings and USPS Postal Increase.
- FY2009 includes additional funding for one customer service representative.

## SOURCE OF WATER SUPPLY

This cost center supports the purchase of treated water from the U.S. Army Corps of Engineers Washington Aqueduct and its transport to the City's water distribution system. Funds are used for the operation and maintenance of eight pumping stations with a maximum capacity of 45 million gallons a day (MGD), as well as 10 water storage facilities holding 14.2 million gallons (MG). The FY2011 budget maintains FY2010 funding levels of the maintenance program for the water system's storage and pumping facilities.

## CITY VISION



## SUCCESSFUL DEVELOPMENT

<b>GOAL</b>	<b>Maintain a high-performing Water Utility that supports economic growth within its service territory in the County and the City, and provides responsive customer service.</b>		
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>		
<ul style="list-style-type: none"> <li>Operate and maintain eight pumping stations and ten water storage tanks according to preventive maintenance schedule and plan.</li> </ul>	<ul style="list-style-type: none"> <li>Operate and maintain water system facilities with 95% of pumps in service at all times.</li> <li>Operate and maintain system with no avoidable major service interruptions through enhanced preventive maintenance program as measured by monthly reports</li> </ul>		
<b>GOAL</b>	<b>Ensure the safety and purity of water in the distribution system.</b>		
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>		
<ul style="list-style-type: none"> <li>Ensure compliance with EPA and State Health department regulations</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance (non violations) with all state and federal water quality regulations as measured by number of days in full compliance (times 100) divided by 365 days, and annual sampling program/VHD reports.</li> <li>Collect at least 120 bacteriological, chloramines and water quality samples per month, and new construction samples on an as-needed basis, as required by the State Health Department and EPA.</li> </ul>		

## STAFFING AND BUDGET RESOURCES

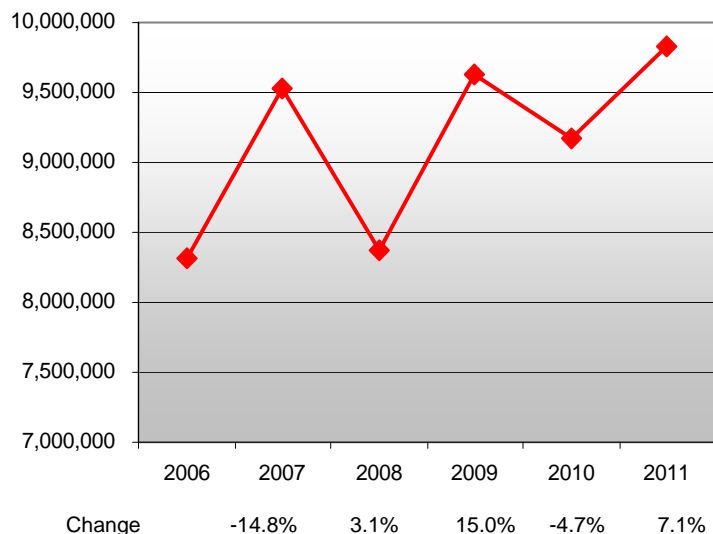
## ADOPTED POSITIONS BY FTE – 10.00 TOTAL

- 1.00 Pumping Station Supervisor
- 7.00 Pumping Station Operators
- 1.00 Maintenance Technician
- 1.00 Instrumentation Technician

## ADOPTED BUDGET

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 545,027	\$ 539,858	\$ 577,881	7.04%
Benefits	179,862	190,265	225,043	18.28%
Professional and Contractual	1,358,964	2,010,000	2,087,000	3.83%
Purchase of Water	5,010,816	5,500,000	6,000,000	9.09%
Materials, Supplies, and Other	938,218	931,226	933,243	0.22%
Capital Outlay	(1,755,817)	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 6,277,072</b>	<b>\$ 9,171,349</b>	<b>\$ 9,823,167</b>	<b>7.11%</b>

## ADOPTED BUDGET TREND: FY2006 – 2011


**Notes:**

- Increase in FY2007 due to increase in cost for maintenance and repair of tanks.
- Decrease in FY2008 results from reduced purchase of water use assumptions.
- Increase in FY2009 due to: assumed purchase of more water based on increase in actual purchases in FY2008 (\$536,000); also increase in Corps of Engineers Capital Improvements budget (\$633,000).
- Decrease in FY2010 due to \$600,000 decrease in Washington Aqueduct Capital Improvements Budget.
- Increase in FY 2011 due to \$500,000 increase in cost of purchased water. Also included is funding for 1 FTE pumping station operator position.

## WATER DISTRIBUTION

This cost center supports all routine and emergency maintenance activity for water mains and appurtenances, including approximately 497 miles of pipes, 3,201 fire hydrants, and 9,957 valves. In addition, funds are used for the City's water main replacement program, whereby water mains that have an unfavorable history of breaks are replaced in order to provide better service. About two miles of such problem water mains are replaced annually.

## CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Maintain a high-performing Water Utility that supports economic growth within its service territory in the County and City, and provides responsive customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Maintain system reliability by minimizing number of customer hours out of service.</li> <li>• Respond to emergency calls within 45 minutes.</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to service interruptions within four hours of notification 100 percent of the time.</li> <li>• When responding to water breaks, on call personnel will confirm the break and isolate the system within 90 minutes.</li> <li>• Number of main breaks should be less than 0.5 percent breaks per mile of pipe per year.</li> <li>• Number of inoperable hydrants should not exceed 0.5 percent of total number of hydrants at any time.</li> <li>• On call personnel are to respond within 45 minutes of receiving an emergency call.</li> </ul>
<b>GOAL</b>	<b>Keep the City's water distribution system in peak operating condition through preventative and emergency maintenance.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Update and implement the water main repair and replacement program.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement projects per the priority list using available funding by June 30, 2011.</li> </ul>

## STAFFING AND BUDGET RESOURCES

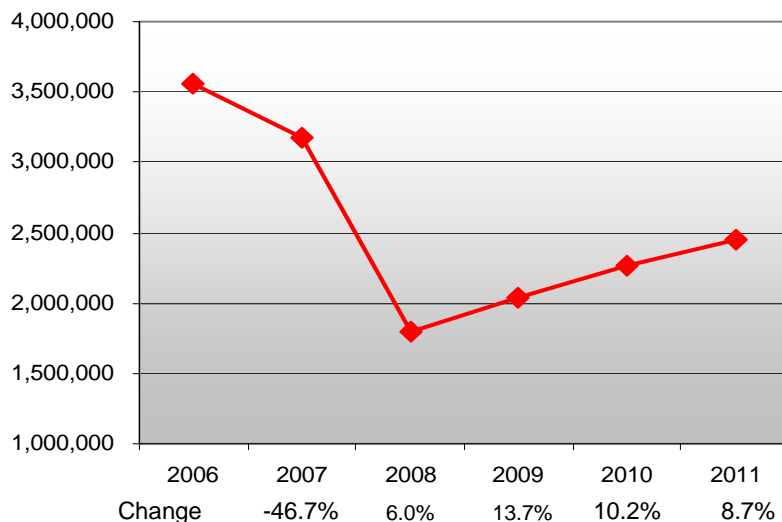
## ADOPTED POSITIONS BY FTE – 17.00 TOTAL

- 0.75 Director, Public Works Operations
- 8.00 Maintenance Workers
- 2.00 Crew Leaders
- 1.00 Equipment Operator
- 0.75 Assistant Director of Operations
- 4.00 Senior Maintenance Workers
- 0.50 Senior Administrative Assistant

## ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 939,253	\$ 947,742	\$ 1,035,358	9.24%
Benefits	264,455	302,972	354,287	16.94%
Professional and Contractual	540,666	377,250	542,250	43.74%
Materials, Supplies, and Other	312,258	553,200	391,654	-29.20%
Capital Outlay	(2,302,345)	70,000	124,000	77.14%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ (245,712)</b>	<b>\$ 2,251,164</b>	<b>\$ 2,447,550</b>	<b>8.72%</b>

## ADOPTED BUDGET TREND: FY2006 – 2011



## Notes:

- Decrease in FY2007 reflects lower capital contribution to the Army Corp of Engineers.
- Increase in FY2009 due to increase in vehicle maintenance and fuel costs, as well as purchase of new dump truck and pickup truck
- FY2011 increase reflects purchase of utility truck and two (2 FTE) new maintenance worker positions.

## WATER CONNECTION

The Department of Environmental Services provides the labor, equipment and materials for new domestic water service connections. Funding also provides for the maintenance and replacement of existing water services as required.

## CITY VISION



## SUCCESSFUL DEVELOPMENT

GOAL	Provide timely and quality installation of water service connections from the water main to the water meter located at the property line.	
OBJECTIVES	KEY PERFORMANCE MEASURES	
<ul style="list-style-type: none"> <li>Provide support for installation of approximately 300 new house services and relocation of approximately 150 services throughout the distribution system.</li> <li>Repair and replace aging and plastic water services as needed.</li> <li>Assist with water emergency repairs and with installation of water valves, mains and hydrants.</li> </ul>	<ul style="list-style-type: none"> <li>No (0%) construction delays due to City response time.</li> <li>Tap installations to be completed within 14 days for multifamily projects.</li> <li>Repair or replace aging and plastic water services within 12 hours of trouble call.</li> </ul>	

## STAFFING AND BUDGET RESOURCES

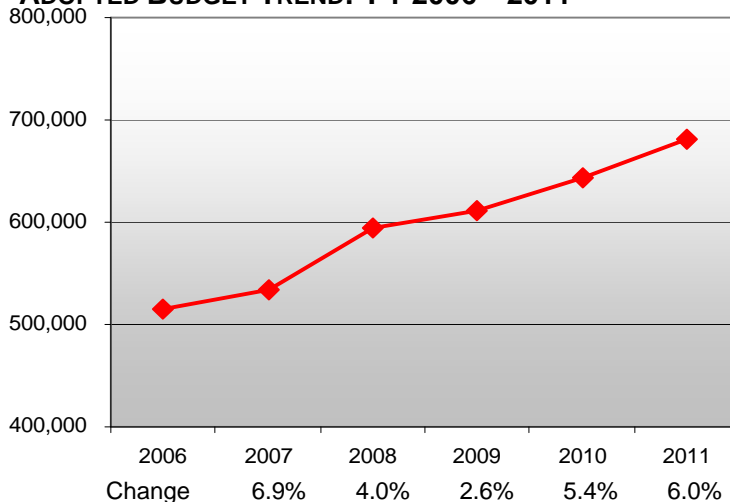
## ADOPTED POSITIONS BY FTE – 5.00 TOTAL

- 2.00 Senior Maintenance Workers
- 1.00 Field Supervisor
- 1.00 Equipment Operators
- 1.00 Maintenance Worker

## ADOPTED BUDGET

	FY2009 Actual	FY 2010 Adopted	FY 2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 288,453	\$ 280,752	\$ 258,407	-7.96%
Benefits	112,002	118,343	114,124	-3.56%
Professional and Contractual	5,688	10,750	10,750	0.00%
Materials, Supplies, and Other	137,741	233,850	198,729	-15.02%
Capital Outlay	7,693	-	100,000	>100.0%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 551,577</b>	<b>\$ 643,695</b>	<b>\$ 682,010</b>	<b>5.95%</b>

## ADOPTED BUDGET TREND: FY 2006 – 2011



## Notes:

- FY2006 increase reflects purchase of a new dump truck.
- FY2007 increase reflects purchase of a new pickup truck and cost of material.
- FY2011 increase reflects the purchase of a utility truck and the increase in vehicle maintenance labor costs.

## DEBT SERVICE

In FY2007, the City issued general obligation bonds to finance the City's share of the water treatment plant renovation being completed by the Army Corp of Engineers. The City also issued general obligation bonds in FY2009 and FY2010 for water system improvement projects. The Capital Improvement Plan includes projects financed from bond sources. However, we do not expect those to have an impact in FY2011.

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 650	\$ 1,000	\$ 1,000	0.00%
Principal	-	960,000	925,000	-3.65%
Interest	549,914	724,759	763,101	5.29%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 550,564</b>	<b>\$ 1,685,759</b>	<b>\$ 1,689,101</b>	<b>0.20%</b>

## POST-EMPLOYMENT BENEFITS OTHER THAN PENSION

In addition to pension, the City provides health insurance and life insurance benefits for employees who have both vested in the City's pension plan and retire from the City. Together, these are referred to as "Other Post-Employment Benefit" (OPEB).

For employees hired prior to April 1, 2008 the City pays 50% of the retiree's health insurance premium and 100% of the premiums for \$2,000 life insurance policy with the benefit vesting after either five years of credible service or eligibility to retire, whichever comes first. For employees hired on or after April 1, 2008 the City pays 20% of the retiree's health insurance premium after ten years' credible service and the benefit increases by 2% per year up to 50% at twenty-five years of service.

In FY2008, the City made the decision to begin funding its actuarial liabilities and established a trust fund to accumulate such funds. In that initial year of funding, the City pre-funded a portion of the actuarial liability for OPEB. The FY2009 and FY2010 budgets also include full funding for the City's Actuarial Required Contribution (ARC) for OPEB. The following table shows the portion of this ARC that is allocable to current retirees. Throughout the Water Fund Expenditures budget, the City has allocated a portion of the ARC that is allocable to active employees. The total amount budgeted for the Water Fund for all active employees and retirees is \$166,660. Portions of the ARC are also allocated to the employees and retirees of the General and Sewer Funds.

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Benefits	\$ 42,880	\$ 49,057	\$ 52,700	7.43%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 42,880</b>	<b>\$ 49,057</b>	<b>\$ 52,700</b>	<b>7.43%</b>

## TRANSFERS

The Water Fund pays a management fee to the General Fund equal to 10% of all of its revenues except for investment revenues, plus 100% of its investment revenues. The Fairfax Circuit Court ruled the City could not take this transfer. The transfer is suspended pending the results of the City's appeal to the Supreme Court of Virginia.

The Water Fund transfers funds to its Capital Improvement Projects (CIP) Fund. For more information on this fund, refer to the Water Fund's 5-Year CIP on page 200.

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Management Fee to General Fund	\$ 2,254,041	\$ 2,212,411	\$ -	-100.00%
Transfer to CIP	575,000	3,650,000	5,250,000	43.84%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 2,829,041</b>	<b>\$ 5,862,411</b>	<b>\$ 5,250,000</b>	<b>-10.45%</b>

**CITY OF FALLS CHURCH**  
**FY2011 ADOPTED BUDGET**  
**AND FIVE-YEAR CAPITAL**  
**IMPROVEMENTS PROGRAM**

**SEWER  
FUND**


**FY2011 ADOPTED BUDGET****SEWER FUND REVENUES**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Service Charges	\$ 2,330,665	\$ 2,300,000	\$ 2,300,000	0.00%
Availability Fees	285,586	20,000	20,000	0.00%
Other Charges	139,006	100,000	100,000	>100%
<b>Total Charges for Services</b>	<b>2,755,257</b>	<b>2,420,000</b>	<b>2,420,000</b>	<b>0.00%</b>
Federal Grants	-	100,000	-	-100.00%
<b>Total Grants and Contributions</b>	<b>3,477</b>	<b>100,000</b>	<b>-</b>	<b>-100.00%</b>
Investment Revenues	109,340	50,000	50,000	0.00%
<b>Total Revenue from Use of Money and Property</b>	<b>109,340</b>	<b>50,000</b>	<b>50,000</b>	<b>0.00%</b>
Use of Fund Balance	-	763,311	763,311	0.00%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>763,311</b>	<b>763,311</b>	<b>0.00%</b>
<b>TOTAL REVENUE - SEWER FUND</b>	<b>\$ 2,868,134</b>	<b>\$ 3,333,311</b>	<b>\$ 3,233,311</b>	<b>-3.00%</b>

## SEWER ADMINISTRATION

The Department of Environmental Services provides management and oversight of the City's sanitary sewer system, including related planning, design, construction, and rehabilitation of the system, which serves the City's 10,000 residents. The sanitary sewer system is comprised of 4,000 accounts, 44 miles of sewer mains, and 1175 manholes. More than one million gallons of sewage is collected per day and sent to treatment plants in Fairfax and Arlington Counties. In addition, funding is used to develop and implement capital improvements needed to provide high quality and reliable service.

## CITY VISION

 <b>SUCCESSFUL DEVELOPMENT</b>		
<b>GOAL</b>	<b>Maintain a high-performing Sewer Utility that supports economic development, and provides responsive customer service.</b>	
<b>OBJECTIVES</b>		<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop implementation plan regarding the removal of sump pumps and roof drains.</li> </ul>		<ul style="list-style-type: none"> <li>Develop implementation plan by June 30, 2011.</li> </ul>
<ul style="list-style-type: none"> <li>Provide timely response to inquiries and complaints/compliments received from customers, engineers, contractors, developers and citizens.</li> </ul>		<ul style="list-style-type: none"> <li>Respond to inquiries and complaints/compliments within 24 hours.</li> </ul>
<b>GOAL</b>	<b>Build infrastructure that supports City-wide redevelopment that creates a vibrant, distinct, sustainable, great place.</b>	
<b>OBJECTIVES</b>		<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Perform annual sewer rehabilitation project to line approximately 4,000 feet of sewer main.</li> </ul>		<ul style="list-style-type: none"> <li>Complete annual sewer rehabilitation project on schedule and within budget by June 30, 2011.</li> </ul>

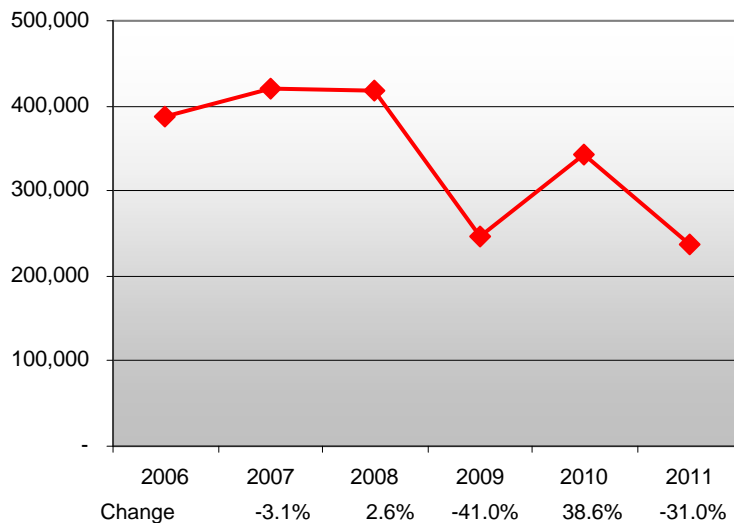
## STAFFING AND BUDGET RESOURCES

### ADOPTED POSITIONS BY FTE – 0.40 TOTAL

- 0.05 General Manager, Environmental Services
- 0.05 Director, Public Utilities
- 0.05 Utilities Engineer
- 0.10 Water and Sewer Inspectors
- 0.05 Engineering Assistant
- 0.05 Senior Administrative Assistant
- 0.05 Engineering Technician

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 30,240	\$ 30,372	\$ 33,579	10.56%
Benefits	6,856	7,930	9,664	21.87%
Professional and Contractual	6,754	118,500	18,500	-84.39%
Materials, Supplies, and Other	182,878	72,673	72,457	-0.30%
Admin Fees to General Fund	95,587	113,000	102,000	-9.73%
Total Expenditures	322,314	342,475	236,200	-31.03%
Revenues				
Federal Grants	-	100,000	-	-100.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 322,314</b>	<b>\$ 242,475</b>	<b>\$ 236,200</b>	<b>-2.59%</b>

**ADOPTED BUDGET TREND: FY2006 – 2011**

**Notes:**

- Increase in FY2008 reflects reallocation of certain salaries and benefits.
- Decrease in FY2009 due to lower amount of administrative transfer to the General Fund.
- FY2010 includes \$100,000 federal grant.
- FY11 reflects removal of federal grant expenditure.

**CUSTOMER SERVICE**

This Division provides billing and mailing operations for 4,005 sewer accounts within the City and approximately 30,995 sewer accounts located within our water system service area, but located in Fairfax County. The City serves as the billing agent for Fairfax County Sewer for all accounts within our service area. Responsibilities include meter reading and billing, mailing and collection of all Utility bills for the system's customers. Customer Service Representatives assist customers over the phone with common questions.

## CITY VISION



## WORLD CLASS GOVERNMENT AND PUBLIC OUTREACH

**GOAL** To provide outstanding service to the Sewer customers of the City.

**OBJECTIVES**

- Provide accurate and timely bills to all customers.
- Provide sewer reports to Fairfax County in a timely manner.
- Ensure customer concerns are addressed properly and timely.

**KEY PERFORMANCE MEASURES**

- 99% of bills will be accurate.
- Quarterly bills are mailed to customers within 20 days of completion of meter reading.
- Monthly bills are mailed to customers by the 10th of the month.
- Reports provided to Fairfax County within 15 days of the end of the billing cycle.
- 100% of written customer correspondences are handled within 3 business days.
- 100% of telephone calls are responded to within 1 business day.

## STAFFING AND BUDGET RESOURCES

**ADOPTED POSITIONS BY FTE – 0.70 TOTAL**

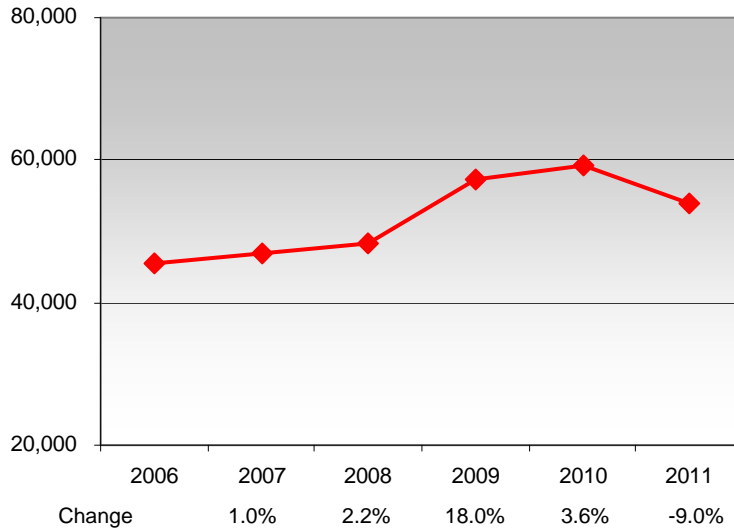
- 0.05 Director, Utilities Customer Service
- 0.05 Utilities Accounting Manager
- 0.15 Senior Customer Service Representatives
- 0.15 Customer Service Representatives
- 0.15 Meter Reader
- 0.10 Meter Technician
- 0.05 Field Technician

\*All employees are allocated between Water and Sewer Customer Service.

**ADOPTED BUDGET**

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 36,679	\$ 38,576	\$ 35,077	-9.07%
Benefits	12,409	13,993	13,626	-2.62%
Professional and Contractual	1,079	1,000	1,000	0.00%
Materials, Supplies, and Other	2,252	5,650	4,203	-25.61%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 52,420</b>	<b>\$ 59,219</b>	<b>\$ 53,906</b>	<b>-8.97%</b>

**ADOPTED BUDGET TREND: FY2006 – 2011**



**Notes:**

- FY2009 includes a new position of customer service representative.

**COLLECTION AND DISPOSAL**

This Department of Environmental Services operates and maintains the City's wastewater infrastructure. The system includes 42 miles of pipeline ranging from 8" to 21" in diameter, and 998 manholes. Maintenance activities include flushing the entire system once a year to keep sewer mains flowing at their full capacity.

Associated costs include the City's share of capital improvements to the Arlington and Alexandria wastewater treatment plants, as the City does not have its own wastewater treatment plant. In addition, capital funds provide for rehabilitation of old sewer lines by lining them with fiberglass—a more cost-effective method of upgrading system capacity than excavation and replacement of deteriorating sewer pipelines.

**CITY VISION**



**SUCCESSFUL DEVELOPMENT**

<b>GOAL</b>	
Provide for the efficient collection and disposal of the City wastewater and the routine maintenance of wastewater facilities	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Perform annual cleaning and inspection of sewer mains and manholes.</li> </ul>	<ul style="list-style-type: none"> <li>Flush approximately 60,000 linear feet of sewer per quarter.</li> <li>Provide inspection for approximately 3,000 linear feet of sewer with CCTV equipment per quarter.</li> <li>Inspect and clean about 250 manholes per quarter.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain system reliability by minimizing number of customers experiencing backups.</li> </ul>	<ul style="list-style-type: none"> <li>Number of customers experiencing backups are less than 0.5 percent.</li> <li>Number of system failures per year should not exceed 5 failures per year.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 3.00 TOTAL**

- 2.00 Maintenance Workers
- 1.00 Crew Leader

## FY2011 ADOPTED BUDGET

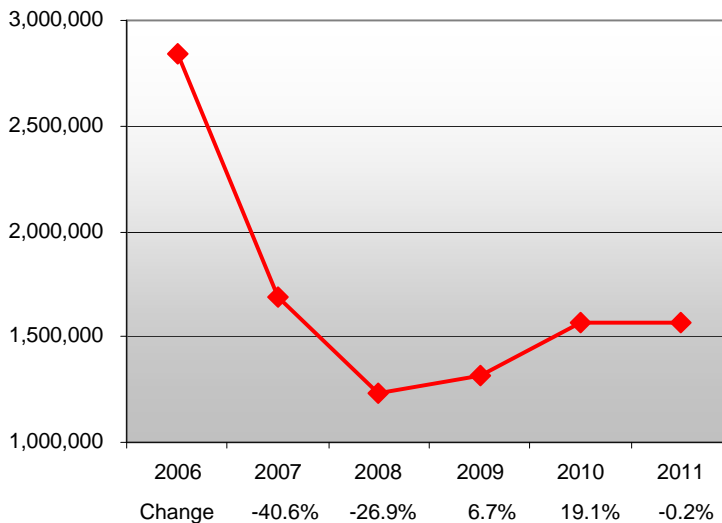
## SEWER FUND EXPENDITURES

### COLLECTION & DISPOSAL

#### ADOPTED BUDGET

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 115,229	\$ 118,076	\$ 118,076	0.00%
Benefits	48,615	53,742	54,785	1.94%
Professional and Contractual	1,295,095	1,335,000	1,335,000	0.00%
Materials, Supplies, and Other	18,861	63,978	60,468	-5.49%
Capital Outlay	(575,251)	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 902,550</b>	<b>\$ 1,570,796</b>	<b>\$ 1,568,329</b>	<b>-0.16%</b>

#### ADOPTED BUDGET TREND: FY2006 – 2011



#### Notes:

- Decrease in FY2006 is a result of changing from pay-as-you-go to long-term debt financing for the Arlington WWTP improvements. Also, the funds for the sewer rehabilitation program were transferred into the Capital Improvements Program.
- Increase in FY2009 due to increase in cost for wastewater treatment by Fairfax and Arlington.
- FY2010 reflects increased wastewater treatment costs.

## DEBT SERVICE

In FY2006, the City established a line of credit with the Virginia Resource Authority to finance its portion of the cost of Arlington County's wastewater treatment plant improvement.

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 2,500	\$ -	\$ -	0.00%
Principal	-	265,972	299,334	12.54%
Interest	108,869	293,973	220,784	-24.90%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 111,369</b>	<b>\$ 559,945</b>	<b>\$ 520,118</b>	<b>-7.11%</b>

## POST-EMPLOYMENT BENEFITS OTHER THAN PENSION

In addition to pension, the City provides health insurance and life insurance benefits of \$5,000 for employees who have both vested in the City's pension plan and retire from the City. Together, these are referred to as "Other Post-Employment Benefit" (OPEB).

For employees hired prior to April 1, 2008 the City pays 50% of the retiree's health insurance premium and 100% of the premiums for life insurance policy with the benefit vesting after either 5 years of credible service or eligibility to retire, whichever comes first. For employees hired on or after April 1, 2008 the City pays 20% of the retiree's health insurance premium after 10 years' credible service and the benefit increases by 2% per year up to 50% at 25 years of service.

In FY2008, the City began to fund its actuarial liabilities for OPEB and established a trust fund to accumulate such funds. The Sewer Fund contributed \$27,000 to the trust fund in FY2008. The FY2009 and FY2010 budgets include full funding for the City's Actuarial Required Contribution (ARC) for OPEB. The following table shows the portion of this ARC that is allocable to current retirees. Throughout the Sewer Fund Expenditures budget, a portion of the ARC has been allocated to active employees. The total amount budgeted for the Sewer Fund for all active employees and retirees is \$11,500. Portions of the ARC are also allocated to the employees and retirees of the General and Water Funds.

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	\$ 2,961	\$ 3,243	\$ 3,300	1.70%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 2,961</b>	<b>\$ 3,243</b>	<b>\$ 3,300</b>	<b>1.70%</b>

## TRANSFERS

The Sewer Fund transfers funds to its Capital Improvement Projects (CIP) Fund. See CIP 5-year plan on page 200.

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to Capital Improvements Project Fund	\$ 788,311	\$ 763,311	\$ 763,311	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 788,311</b>	<b>\$ 763,311</b>	<b>\$ 763,311</b>	<b>0.00%</b>

This page intentionally left blank.

**CITY OF FALLS CHURCH**  
**FY2011 ADOPTED BUDGET**  
**AND FIVE-YEAR CAPITAL**  
**IMPROVEMENTS PROGRAM**

**SCHOOL  
BOARD**

## OPERATING FUND

The Operating Budget funds the day-to-day costs of providing our K-12 educational program. The approved FY2011 Operating Budget totals \$34,627,190, representing a decrease of \$2,255,385 (6.1%) over the FY2010 budget.

This budget reflects the limited financial resources available to support academic programs and promote student achievement, and reflects reductions, savings, and reprogramming of existing funds while striving to support the goals of the School Board's Strategic Plan:

Key Strategic Plan objectives addressed by this budget:

- All students meet or exceed grade level benchmarks;
- No student achievement gap;
- All students proficient in a second language;
- Increased student involvement in advanced coursework;
- Increased numbers of students graduating with advanced diplomas;
- All students pursue post-graduation education or training;
- All students feel safe and welcomed in our schools;
- All teachers are highly-qualified and educated; and
- All age-appropriate students participate in extra- or co-curricular activities.

CHANGES IN THE OPERATING BUDGET	AMOUNT
Staff Retention and Recruitment	(498,600)
Fixed Costs and Inflation	182,800
Student Achievement	(127,800)
Growth in Student Enrollment	0
Secure Environment	(93,400)
Savings, Reductions and Other Adjustments	(1,718,385)
Net Change in the Operating Budget	(2,255,385)

**Staff Retention and Recruitment: -\$498,600**

The School Board's goal is to modernize human capital policies to recruit, retain, develop, and reward high-quality educators to support improved student achievement. In this year of scarce financial resources, a major goal was to maintain as many current positions as possible. As part of the School Board's FY11 budget, all FCCPS employees realize some form of reduction in take-home compensation, whether in the form of increased benefit premiums, reduced number of work days, reduced/eliminated stipends, or loss of tuition reimbursement.

**Growth in Student Enrollment: \$0**

A total enrollment of 2,057 students is projected for FY2011, and represents an increase of 41 students (2.0%) over the actual student membership for the current school year.

	FY2010 CURRENT STUDENTS	FY2011 PROJECTED STUDENTS	CHANGE FROM CURRENT
Mt. Daniel Elementary (K-1)	314	320	6
Thomas Jefferson Elementary (2-4)	423	431	8
M. E. Henderson Middle School (5-7)	451	472	21
George Mason High School (8-12)	828	834	6
<b>TOTAL STUDENT ENROLLMENT</b>	<b>2,016</b>	<b>2,057</b>	<b>41</b>

**Student Achievement: -\$127,800**

Resources in this budget to effectively educate all of our students have been either reprogrammed or reduced:

- ♦ Maintain Response-to-Intervention Specialist (1.0 FTE)  
(Current resources reprogrammed to prove this position)
- ♦ Restore a Preschool Teaching position(0.8 FTE)  
(Current resources reprogrammed to prove this position)
- ♦ Reduce Assistant Principal time (0.6 FTE)
- ♦ Reduce CIRT release time
- ♦ Reduce Paraprofessional time
- ♦ Delay PYP & MYP implementation schedule
- ♦ Reduce instructional materials & supplies
- ♦ Reduce Teaching time or positions

**Secure Environment: -\$93,400**

These budget recommendations include no new funding for security; however, secure environments at all of our facilities have been and will continue to be a major priority. The following reductions/adjustments have been included:

- ♦ Reduce Building Services staffing (2.0 FTE);
- ♦ Reduce other Building Health/Safety staff; and,
- ♦ Maintain funding for Long-Range Facilities Maintenance.

**Fixed Costs and Increases Related to Inflation: \$182,800**

Fixed costs are non-discretionary items that must be funded in order to operate the system's schools and programs. Other items, such as health insurance, are subject to annual inflationary increases.

- ♦ Increased cost of providing health insurance benefits
- ♦ Increase in the annual contribution to the OPEB Trust Fund
- ♦ Inflationary increases in vehicle/equipment maintenance & fuel

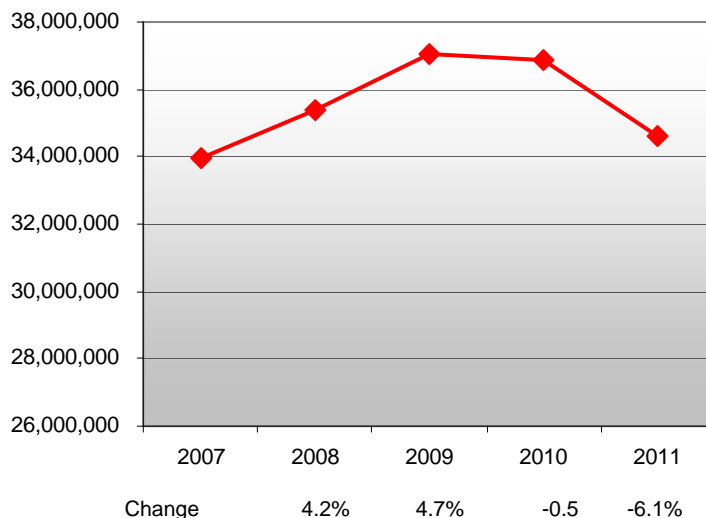
**Savings, Reductions, and Other Adjustments: -\$1,718,385**

Some FY2010 items: 1) have been reprogrammed to address FY2011 program needs; 2) represent one-time budget reductions/adjustments; or, 3) are expected to decrease between FY2010 and FY2011:

- ♦ VRS rate decrease
- ♦ Reduced building services and utility expenses
- ♦ Salary/benefit savings from new hires, turnover, & retirees
- ♦ Reduced/reprogrammed staffing
- ♦ Reduction in School Board's contingency reserve

- ♦ Savings from other anticipated cost reductions (e.g. triennial census; annual audit; telecommunications)

	<b>FY2009 Actual</b>	<b>FY2010 Adopted</b>	<b>FY2011 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries	\$ 23,087,491	\$ 23,355,824	\$ 22,877,070	-2.05%
Benefits	7,195,844	7,414,973	6,433,135	-13.24%
Professional and Contractual	1,546,267	1,774,553	1,804,350	1.68%
Materials, Supplies, and Other	2,789,642	2,897,146	2,666,135	-7.97%
Capital Outlay	738,405	511,079	433,500	-15.18%
Transfers to Other Funds	109,803	4,000	3,000	-25.00%
Reserves	-	925,000	410,000	-55.68%
Principal	113,854	-	-	-
Interest	12,436	-	-	-
<b>Total Expenditures</b>	<b>35,593,742</b>	<b>36,882,575</b>	<b>34,627,190</b>	<b>-6.12%</b>
<b>Revenues</b>				
Transfer from City	29,268,992	29,136,275	27,435,800	-5.84%
State Grants	3,381,185	2,841,700	2,689,400	-5.36%
Sales Tax	1,731,581	2,115,000	1,934,800	-8.52%
Federal Grants	512,693	1,224,600	747,690	-38.94%
Other	623,224	465,000	719,500	54.73%
Use of Fund Balance	76,067	1,100,000	1,100,000	0.00%
<b>Total Revenues</b>	<b>35,593,742</b>	<b>36,882,575</b>	<b>34,627,190</b>	<b>-6.12%</b>
<b>Net Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**ADOPTED BUDGET TREND: FY2007– 2011**

**Notes:**

Although the overall School Operating Budget has grown at an average annual rate of 7.3% over the last 5 years, the spending category that has experienced the greatest increase is the area of benefits, which has grown at an average annual rate of 13.5%. This is attributable to increases in payments for retirement, health insurance, and other post-employment benefits. The category of staff salaries has grown at an average annual rate of 7.4%, due to hiring additional staff to serve growing numbers of students and keeping salaries competitive with those of surrounding school divisions. Despite pressures in these categories, the FY2009 budget was held to a 4.7% by reducing/reassigning current staff and by cutting capital spending and contingency reserve.

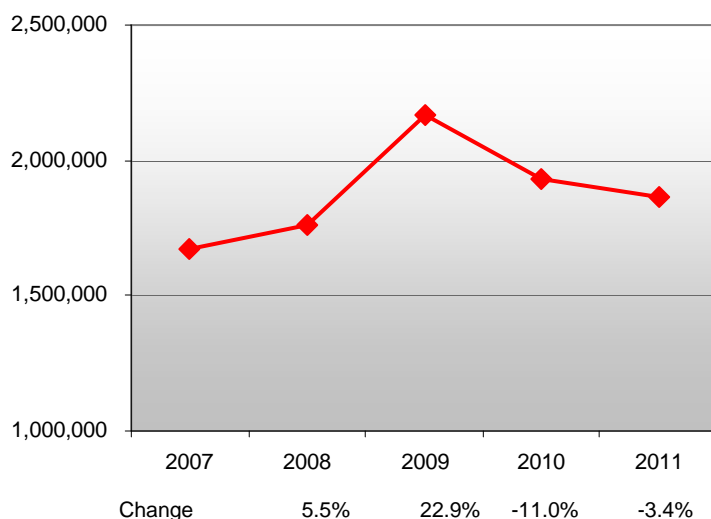
## COMMUNITY SERVICES FUND

The proposed FY2011 Community Service budget totals \$1,861,400, representing a decrease of \$66,400 (-3.4%) from the current year's budget. Community Services includes: Day Care; Business in Education (BIE) partnership; rentals and community use of facilities; cable television; and, Falls Church Education Foundation funding and activities.

Changes in the Community Service budget result from salary and benefit adjustments for staff paid from this fund, and a decrease in the use of fund balance, used in the current year to purchase one-time items, and a reduction in staff positions/time.

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
<b>Expenditures</b>				
Salaries	\$ 948,656	\$ 1,162,442	\$ 1,091,250	-6.12%
Benefits	191,509	243,053	230,165	-5.30%
Professional and Contractual	77,150	81,980	97,410	18.82%
Materials, Supplies, and Other	132,774	186,825	183,075	-2.01%
Capital Outlay	224,212	130,500	111,500	-14.56%
Reserves	-	100,000	125,000	25.00%
Transfer to Operating Fund	89,800	23,000	23,000	0.00%
<b>Total Expenditures</b>	<b>1,664,101</b>	<b>1,927,800</b>	<b>1,861,400</b>	<b>-3.44%</b>
<b>Revenues</b>				
User Fees	1,106,587	1,177,250	1,184,600	0.62%
Transfer from City	478,000	488,550	425,800	-12.84%
Other	70,400	86,500	79,500	-8.09%
Use of Fund Balance	9,114	175,500	171,500	-2.28%
<b>Total Revenues</b>	<b>1,664,101</b>	<b>1,927,800</b>	<b>1,861,400</b>	<b>-3.44%</b>
<b>Net Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## ADOPTED BUDGET TREND: FY2007– 2011



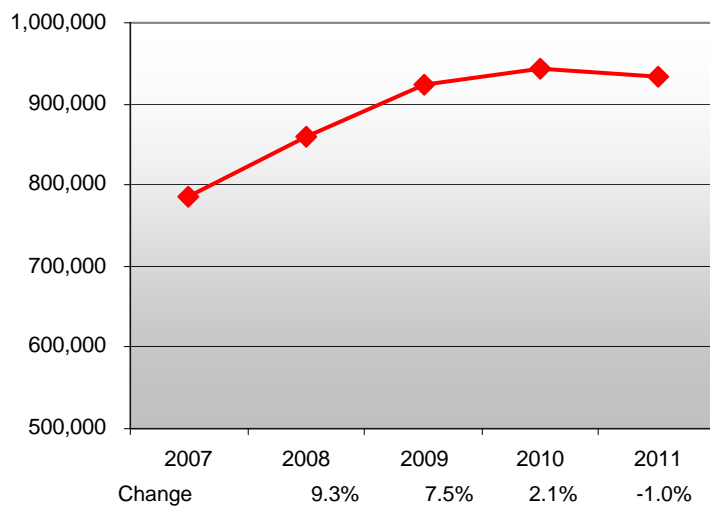
**Notes:** The significant growth in the FY2009 Community Services Fund is attributable primarily to an increased use of fund balance to off-set Operating Fund expenses and purchase one-time capital items such as television equipment and bleachers. Also contributing to the increase is growing community use of school facilities and salaries/benefits of staff paid from this fund.

## FOOD SERVICE FUND

The proposed FY2011 Food Service budget totals \$934,500. This represents a decrease of \$9,000 (-1.0%) from the current year's budget.

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	Percent Change
Expenditures				
Salaries	\$ 291,038	\$ 323,362	\$ 317,100	-1.94%
Benefits	84,323	97,038	105,500	8.72%
Professional and Contractual	36,779	44,800	44,800	0.00%
Materials, Supplies, and Other	274,309	351,800	330,600	-6.03%
Capital Outlay	2,650	30,000	31,500	5.00%
Reserves	-	50,000	60,000	20.00%
Transfer to School Operating Fund	46,500	46,500	45,000	-3.23%
Total Expenditures	735,599	943,500	934,500	-0.95%
Revenues				
User Fees	681,496	711,100	712,900	0.25%
State and Federal Funds	117,277	123,600	121,100	-2.02%
Other	5,449	8,800	9,000	2.27%
Use of Fund Balance	-	100,000	91,500	-8.50%
Total Revenues	804,222	943,500	934,500	-0.95%
Net Expenditures	\$ (68,623)	\$ -	\$ -	-

## ADOPTED BUDGET TREND: FY2007–2011



**Notes:** The increase over time in the Food Service Fund can be attributed to increases in numbers of meals served to students (i.e. growing student enrollments), staff salaries and benefits, and steadily increasing food costs driven by a variety of factors, including weather and fuel prices.

This page intentionally left blank.

**CITY OF FALLS CHURCH**  
**FY2011 ADOPTED BUDGET**  
**AND FIVE-YEAR CAPITAL**  
**IMPROVEMENTS PROGRAM**

**CAPITAL  
IMPROVEMENTS  
PROGRAM**

## **Introduction**

The development of the City's Five-Year Capital Improvements Program (CIP) allows the City to take the shared and competing visions for the development of our public facilities through a disciplined evaluation process. By identifying projects and capital needs several years into the future, the City accomplishes the following objectives:

- Cost estimates for long-term objectives and identified needs are linked to available resources, and placed on a schedule for implementation;
- Major expenditures are scheduled in the context of a balanced Annual Operating Budget and a five-year financial forecast.

Capital projects are defined as a new, one-time project with a useful life of more than one year, and costing \$100,000 or more. The cost estimates included in the CIP are intended to capture the entire estimated project cost, including, as applicable, land acquisition, design, negotiated agreements, and construction. The total request for each project is evaluated and, based upon funding, is prioritized to meet the needs of the City.

The projects contained in the CIP support the goals and objectives outlined in the City's Comprehensive Plan and are intended to establish the long-term spending priorities identified by the City Council and are consistent with their 2025 Vision/Strategic Plan.

## **City Manager March 2010 Recommendation**

The City Manager's proposed FY 2011-2015 CIP incorporates all of the General Fund and Utility Fund projects recommended by the Planning Commission with only a modification to the Water Fund Replacement Property Yard Shed Project. The cost is increased to \$800,000 due to refined cost estimates and to include environmental corrections. This project will replace the snow-load destroyed storage shed and expand its capacity to properly accommodate loose fill materials for road and right of way (ROW) repairs (e.g., sand, gravel, top soil), salt storage used for winter road treatment and the spoil material created from water and sewer breaks (mud and debris currently sits exposed to elements until trucked to a disposal facility). The project will pave the now gravel and dirt portions of the property yard; without paving the property yard the pervious and erodible material poses a direct threat to downstream water quality and leaves the substrate and groundwater vulnerable to spills.

The FY 2011-2015 Operating budget and CIP also implements key actions to ensure compliance with the City's adopted financial policies and establish a framework for implementing several recommendations from the Council commissioned Gerhart Enterprises, Inc. "Financial Planning and Reporting Recommendations" report. Specifically:

- The five year CIP does not exceed the 12% maximum for debt to expenditure ratio;
- The correction to restore 8% revenue to undesignated fund balance ratio within the required 2 fiscal years is achieved by FY2011 year end;
- The Real Estate Property Tax rate dedicates 2 cents to restore the fund balance as step toward establishing a revenue stabilization fund;
- The Real Estate Property Tax rate dedicates 1 cent for the \$318,250 local tax funded FY2011 projects (\$100,000 for general government and schools facility maintenance and \$218,250 match to federal storm water grant); and
- Beginning in FY2012, 2% of revenues are dedicated for capital investment further rebuilding the fund balance so in FY2013 there are sufficient funds, above current 12% ratio revenue policy to fund capital improvement projects with local tax funding.

## **Planning Commission Initial Recommendation**

On February 16, 2010 the Planning Commission acted on the proposed FY 2011-2015 CIP modifying it to allocate funding for West End and Hamlett/Rees Parks Master Plan Implementation through general fund debt financing as well as allocating funding for the replacement property yard storage shed in the water fund. The Planning Commission recommendations, on a 6 yes-0 no-1 absent vote, are:

- 1) that the City Council approve, pursuant to Section 6.19 of the City Charter and Section 17.08 of the City Code, the FY2011-2015 CIP as presented on January 19, 2010 and as modified by the Planning Commission on February 16, 2010 to include:
  - o FY 11 Water Fund \$200,000 for a Replacement Property Yard Storage Shed;
  - o FY12 General Fund Debt Financing \$300,000 for West End Park and \$200,000 for Hamlett/Rees Parks Master Plans Implementation;
  - o Noted concern that the \$30,000,000 in school facility debt financing is inadequate and should be re-examined; and
- 2) with the request that City Council consider not adopting the CIP on April 26, 2010 but defer Council action on the CIP to May 24, 2010 to provide an opportunity for supplemental recommendation by the Planning Commission on May 3, 2010 based on the adopted FY11 tax rate.

### **City Council May 2010 CIP Adoption**

The CIP is typically approved in the same ordinance as the Operating Budget; the FY2011 operating budget was adopted on April 26, 2010. This year Council agreed to take additional time to review capital priorities after approval of tax rate and operating budget for FY2011. City Charter Section 6.19 permits this option but states that the CIP must be adopted within twenty-eight (28) days of budget adoption. City Council also elected to divide the CIP into two legislative components, an ordinance for FY11 appropriating the funding and a resolution for FY12-15 permitting maximum flexibility to modify the projects between the 1<sup>st</sup> and 2<sup>nd</sup> reading in order to reflect community priorities and fiscal constraints.

On May 24, 2010 City Council approved a 5-Year CIP by the adoption of the FY2011 CIP Ordinance 1845 (TO10-10) and the FY2012-2015 CIP Resolution 2010-17 (TR10-19). This action is consistent with the Planning Commission's unanimous recommendation that the City Council approve, pursuant to Section 6.19 of the City Charter and Section 17.08 of the City Code, the FY2011-2015 CIP as presented on March 8, 2010 and modified on May 13, 2010 with Council's inclusion of:

- Parks Master Plan Implementation – add \$400,000 in debt funding in FY2012; Recreation and Parks Advisory Board and staff to assess priority projects reassessing the defunded programs;
- Stormwater Facility Improvements – add \$1,600,000 in debt funding over FY2012-2015; to provide funding resources to implement infrastructure improvements to city-owned piping and associated appurtenances; priority projects to be determined from staff analysis and the final Watershed Management Plan; projects can be solely locally funded or local funds can leverage grants as appropriate; and
- City Hall/Public Safety Improvements – reduce by \$2,000,000 in FY2013 so result of the new projects result in a zero net gain to the debt funding within the FY2011-2015 CIP.

### **Accounting Regulation Change**

The Government Accounting Standards Board (GASB) has issued a new standard (GASB 54) which limits how a "Capital Project Fund" is defined and used. The new standard states that it be used for the "acquisition or construction of capital assets that clearly comprise facilities (buildings, building improvements, infrastructure assets, including ancillary items, for example, rather than those that clearly do not, buses, fire trucks, and computer workstation equipment)".

GASB 54 is effective for FY2011. However, the City implemented this new standard in the FY2010-FY2014 CIP. Under GASB 54, the projects that do not meet the capital project definition have been classified as capital operating or COP. The City Charter and Code specifies that the Planning Commission reviews and forwards a recommendation on the CIP versus the new accounting regulation of the COP however both the CIP and COP remain in a consolidated document for comprehensive planning purposes.

### **Key Policy Decisions**

The Five-Year CIP for the period of FY2011 through FY2015 continues with some past commitments and addresses new and significant challenges. As with last year's CIP, major funding is provided for City public facility improvements, transportation improvements on the primary corridors, and storm water mitigation; primarily funded

through grants or debt. The financial challenges have driven what and how projects can be funded however strong planning underpinnings remain in order to identify the long term infrastructure needs of the City.

An overview of some of the major policy discussions in this CIP are provided below:

*Fiscal Challenges:*

The City Council, in November 2009, concurred with the City Manager's plan to reduce the General Government expenditures and the School transfer in response to a revised revenue forecast that projected a \$5.6M deficit. On January 19, 2010, a mid-year financial report as well as the financial impact of the recent water litigation court ruling will be presented. The analysis indicates a \$10M deficit projected for FY2010 and FY2011.

Given the severe financial situation the 2011-2015 CIP was developed and adopted under a very different set of parameters as follows:

- 1) The 12% revenue/fund balance policy must be achieved by FY2014;
- 2) For FY2011 only critical health/safety projects and grant match funding considered for pay as you go (PAUG), if sufficient funding exists within policy requirement to restore 12%;
- 3) For the CIP all existing and new known grant funded projects were included;
- 4) Due to uncertainty of economic recovery the priority will be to recharge the fund balance versus funding projects;
- 5) Unfunded projects are listed in the CIP full document for long-term planning purposes but no funding is allocated;
- 6) No municipal facility debt funded projects in FY2011 result in new general fund debt service in FY2012;
- 7) FY2010 CIP budget "holds" totaling \$4.2M are permanent as is the net proceeds from the sale of the 215 S. Lee Street property for a total of \$451,287 (on May 10, 2010 City Council formally defunded \$4.6M from the CIP to restore fund balance through Resolution 2010-15 (TR10-17);
- 8) CIP was rebuilt from a zero base budget premise;
- 9) Open Space funding is frozen until reassessment of revenues and fund balance in February and final decision made after budget adoption;
- 10) FY2010 CIP retained \$999,235.60 worth of CIP projects;
- 11) Uses a .17/100 tax increase for FY2011 (half of that also accruing to FY2010 to achieve 8% fund balance revenue ratio; and
- 12) Budgets for CIP pay as you go projects, starting in FY2014, at 2% if new revenue growth;

Projects that were submitted but not recommended for funding are included in full within the CIP. Although there is only \$462,950 new pay as you go funding within this five year, other sources of funding for transportation, environment and public facilities projects that will meet some of the critical needs include over \$10M in grant funds.

*Recreation and Parks:*

There are no locally funded projects in this five year CIP however Council allocated \$900,000 debt financing for park master plan implementation projects for FY12. There remains \$1.14M in the Open Space account. Additionally, \$60,000 was retained from the net proceeds of the 215 S. Lee Street property sale for land acquisition as necessary for the Coe Branch storm water/ day lighting project.

*Transportation:*

The Transportation section includes ten project categories and is mostly funded through federal/state grants or debt funding. These projects have been significantly revised in order to take advantage of the grants to stimulate economic development, implement the various adopted plans and to prevent loss of these resources given lack of local funding. A full description of the projects and rationale for the reprogramming is provided in the complete CIP notebook. The proposals will require reprogramming with the federal and state government but will result in direct and visible benefit to the community. In addition, two additional grants in the amount of \$728,000 and \$654,399 were added as funding for the required match was identified. The \$6M debt funding for the City Center South Municipal Parking Garage is retained in the CIP pending resolution of the existing development agreement for the approved special exception.

An additional transportation funding source is proposed for FY2012 in the form of a Commercial Transportation Tax Overlay. This is one of the remaining transportation funding sources options from HB3202; the majority of options under the Northern Virginia Transportation Authority (NVTA) were nullified by the Virginia Supreme Court. Staff proposes working with the City's businesses and residents to consider the nexus of eligible projects and the transportation benefit. The funding cannot be used to supplant existing resources and must be used to expand existing transit, pedestrian, bicycle and/or road network. A penny on the commercial tax base, excluding multi-family rental units, would generate approximately \$75,000. To implement, the City must adopt an ordinance and then a tax rate as part of the budget process. Therefore, it is not proposed until FY2012 since the implementation schedule does not coincide with FY2011; for the proposed FY2011-2015 CIP, starting in FY2012, a 6 cent tax rate was modeled to generate \$400,000 for transportation projects.

*City Hall/Public Safety Improvements:*

The City Hall/Public Safety Improvements has been a long-standing facility project. The planning was funded in FY2007 to conduct the feasibility and twenty year master facility plan. Phase I is complete and Phase II includes refinement of space needs based on Council's July 2008 input and impact of FY2010 and FY2011 downsizing. The first phase of planning included an assessment of the long-term space needs for the Police Department/Public Safety Center; a review of the library and community center were included as well. Staff continues to revise options to meet basic critical needs while scaling back size and cost. The current project costs are based on this internal work; preliminary PSA Dewberry comprehensive expansion costs initially ranged from \$14-16M. The adopted potential funding is for \$10M with engineering and design phase is scheduled for FY2012 and construction funds are planned for FY2013. The City Hall/Public Safety Improvements twenty year plan is being developed concurrently with the Falls Church City Public Schools long range study in order to coordinate and prioritize City facility needs over a twenty year period; multiple large scale facility renovation and/or construction can not be afforded in one five year increment. The 20-year facility master plan will not be completed prior to the adoption of the FY2011-2015 CIP.

*Schools:*

The City witnessed active construction and renewal the past few years with the completion of the Mary Ellen Henderson Middle School, new science labs at George Mason High School, and the improvements at Mount Daniel Elementary School.

The School Board continues their long-term planning for school facility needs to prepare for the future round of construction. This planning effort utilized 2009 funding for an enrollment study which was consolidated into the FY2008 long-term facilities study which is expected to be completed in fall 2010. These two efforts form the foundation for concept options and funding for school facility planning and potential construction (new/renovation). The CIP contains funding for the next major school construction project in FY2013/2014.

The School Board's \$50 million funding request in FY2014 has a significant impact on the overall capital spending by the City. The City can not adopt this CIP project at the proposed funding level and be in compliance with the Council resolution for debt service capacity policy. Therefore, the school construction project has been submitted at a reduced amount of \$30 million which brings the CIP's FY2015 into debt service policy compliance at just under 12%. The School Board acknowledges that the analysis and conceptual options are still under development so an accurate cost estimate and timing can not be confirmed at this time.

*Library:*

The Mary Riley Styles Library Board of Trustees submitted a capital project for the expansion of the existing library by purchasing additional land/buildings, adding 8,000 square feet to the existing facility using the purchased property, and adding a parking lot for use by the library and other City departments. The library building is largely unchanged from its original construction in 1957. The children and technical processing wing was added in 1968 and, in 1993, an addition to the southeastern corner of the building added space for a small conference room, offices and administrative services. Since the 1993 addition, the library has provided steadily increasing services to a growing number of patrons both in the building and through outreach in the community.

The full project is not recommended for inclusion in the proposed CIP since the City Hall/Public Safety Improvements and School Long-Range Facility feasibility studies and twenty year master facilities plans are pending. The full assessment should be completed and community input solicited for prioritization and facilities needs before another facility project is incorporated. In addition, the debt service to expenditure ratio capacity can not absorb another significant debt issuance in the same five year period that includes the Municipal Parking Garage, City Hall/Public Safety Improvements, School Construction/Renovation, and the Fire Ladder Truck debt service payments. However, the \$2M Library expansion project that was approved in the FY2010-2014 CIP is retained but moved to FY2012.

*Storm Water Infrastructure:*

In many parts of the City, the storm water system is aging, undersized, and unable to convey the standard 10-year storm event. These deficiencies result in frequent flooding along some City streets and damage to private property. As the City carries out repairs to its existing storm water infrastructure, there will be opportunities for the implementation of measures that will improve water quality. This might include daylighting streams, creating bio-engineered streambeds and storm water detention and infiltration systems. Having significant CIP funding for storm water improvements increases the ability to implement necessary water quality measures and infrastructure replacement/upgrades. Given that revenues will not be increasing at the past rates, the City needs to identify an alternate revenue source. One possible concept is a storm water utility fee. For the FY2011-FY2015CIP storm water projects are funded with \$1.6M debt financing starting in FY2012. Additionally, two federal grants (FFY09 and 10 State and Tribal Assistance Grants [STAG]) awarded to the City will address some of the most pressing critical needs. The Watershed Management Plan, authorized by Council, is scheduled for completion in late fall of 2010; recommendations from this Plan will help formulate a strategy for addressing priority projects as well as funding options for the FY2012-2016 CIP development.

*Utility Fund:*

The principal challenges to both the Water and the Sewer Utility Funds are capital costs incurred by our regional partners, which we must pass through in our rate schedules.

With respect to the Water Fund, changes at the Dalecarlia Treatment Plant will put an added strain on our ability to finance the long-term capital needs of the system.

Likewise for the Sewer Fund, upgrades at the two wastewater treatment plants that our system uses will translate into upward pressure on our rates and our ability to meet capital needs.

*City Center and Neighboring Redevelopment and Improvement Needs/Resources:*

The City Center project is expected to require public investment in improved infrastructure, open space, public facilities, and other features that will contribute to the creation of a "Great Place." The City Comprehensive Plan was amended in October 2007 and again in February 2008 to adopt a revised City Center plan, add transportation elements, and clarify related text (Chapter 4, Area 5: "City Center/Downtown Area"). The work of the City's transportation study consulting team, completed in 2007, has been included in these Comprehensive Plan amendments.

To implement the City Center plan, public funds may be needed to:

- Acquire land
- Build public parking structures
- Improve existing parks
- Build new public space and amenities
- Extend, add or realign streets and associated pedestrian infrastructure
- Construct public and multi-use buildings
- Increase the capacity of sewer and water systems

Included in the project as approved is the City's participation in the construction of a new 600-space parking garage to replace the existing parking deck located behind the George Mason Square office complex. The new

garage would serve George Mason Square tenants, the office building at 150 S. Washington Street, and a new hotel, restaurant, and retail uses to be built at the southeast corner of S. Maple Avenue and Annandale Road. The City's share of the estimated cost of the new parking garage shall not exceed \$6 million by agreement with the developer.

Although the development might be amended in order to obtain financing and land assemblage, the adopted Atlantic development program would result in private investment of more than \$280 million in assessable real property value and a full range of personal property, sales, business and other taxes upon completion of the first phases of the City Center.

The City could consider the alternatives available to finance the City Center improvements and consult with bond counsel. Alternatives could include tax increment financing for debt financing of capital projects and the merit should be weighed as it is often more expensive than general obligation bond financing but increases debt capacity flexibility. However, the City could also take advantage of the flow of new tax revenue generated from City Center investment by setting aside a portion or the entire incremental revenue stream to fund City Center-related projects on a "pay-as-you-go" basis to start.

### **Process**

The requirement for the annual consideration and adoption of a five-year Capital Improvements Program is provided in Section 6.19 of the City Charter, and Section 17.08 of the City Code. The inset below contains the relevant Code and Charter provisions:

Sec. 17.08. ... The city manager shall subsequently submit to the commission a proposed capital improvements program together with a report on the financial condition of the city, insofar as it may relate to any contemplated capital fund projects. In the preparation of its capital improvement recommendations, the commission shall consult with the city manager, the school board, the heads of departments and interested citizens and organizations, and shall hold such public hearings as it shall deem necessary. It shall submit its recommendations to the city council, at such time as the council shall direct, together with estimates of cost of such projects and the means of financing them, to be undertaken in the ensuing fiscal year and in the next four (4) years.

Sec. 6.19. Capital budget.

At the same time that he submits the current expense budgets, the city manager shall submit to the council a program previously acted upon by the city planning commission, as provided in Chapter 17 of this Charter, of proposed capital improvement projects, including schools, as defined in section 7.02 of this Charter, for the ensuing fiscal year and for the four (4) fiscal years thereafter, with his recommendations as to the means of financing the improvements proposed for the ensuing fiscal year. This program shall be termed the "capital budget" and may be adopted by resolution.

The adoption of the CIP by the City Council signifies the Council's identification of a set of priorities for capital spending over a five-year period. However, the City Council may delay or limit the construction or improvement of any proposed project over the course of the five-year period as economic conditions, available resources, and needs may dictate.

## GENERAL FUND AND SCHOOL BOARD

	FY2011	FY2012	FY2013	FY2014	FY2015	5 Yr Project Totals
<b>PUBLIC SAFETY</b>						
Fire Station Upgrades	-	-	144,700	-	-	144,700
Ladder Truck	-	-	-	-	840,000	840,000
Ladder Truck, sale proceeds	-	-	-	-	(161,500)	(161,500)
<b>Total Public Safety</b>	-	-	144,700	-	678,500	823,200
<b>PUBLIC FACILITIES</b>						
General Govt Reinvestment	50,000	-	-	-	-	50,000
General Govt City Hall/Public Safety Imprvts	-	500,000	9,500,000	-	-	10,000,000
Library Expansion	-	2,000,000	-	-	-	2,000,000
Schools Replmnt/Modernization	50,000	-	-	-	-	50,000
Schools Construction (new/renovation)	-	-	800,000	30,000,000	-	30,800,000
<b>Total Public Facilities</b>	100,000	2,500,000	10,300,000	30,000,000	-	42,900,000
<b>ENVIRONMENT</b>						
Storm Water Facility Improvement (grant)	485,000	-	-	-	-	485,000
Storm Water Facility Improvement (local)	218,250	600,000	400,000	300,000	300,000	1,818,250
Daylighting of Piped Streams	90,000	-	-	-	-	90,000
Stream Bank Stabilization	145,000	-	-	-	-	145,000
<b>Total Environment</b>	938,250	600,000	400,000	300,000	300,000	2,538,250
<b>TRANSPORTATION</b>						
Rt. 7 Enhanced Transit Services	420,000	-	-	-	-	420,000
Pedestrian, Bicycle, and Traffic Calming Improv.	-	100,000	100,000	100,000	100,000	400,000
<b>Total Transportation</b>	420,000	100,000	100,000	100,000	100,000	820,000
<b>RECREATION &amp; PARKS</b>						
Park Master Plan Implementation	-	400,000	-	-	-	400,000
Hamlett/Rees Park	-	200,000	-	-	-	200,000
West End Park Development	-	300,000	-	-	-	300,000
Big Chimney and Triangle Park (proffer)	-	300,000	-	100,000	-	400,000
<b>Total Recreation &amp; Parks</b>	-	1,200,000	-	100,000	-	1,300,000
<b>TOTAL GENERAL FUND</b>	1,458,250	4,400,000	10,944,700	30,500,000	1,078,500	48,381,450
<b>SOURCES</b>						
Grant/Other Funded	1,140,000	300,000	-	100,000	-	1,540,000
Total Debt Financed	-	4,000,000	10,700,000	30,300,000	978,500	45,978,500
Only if grant/revenue offset	-	100,000	100,000	100,000	100,000	400,000
Total "Pay as you go" Financed	318,250	-	144,700	-	-	462,950
<b>Total Sources</b>	1,458,250	4,400,000	10,944,700	30,500,000	1,078,500	48,381,450

## FY2011 ADOPTED BUDGET

## 5-YEAR CAPITAL IMPROVEMENTS PROGRAM

## WATER FUND CAPITAL IMPROVEMENTS PROGRAM

	FY2011	FY2012	FY2013	FY2014	FY2015	5 Year Project Totals
<b>WATER UTILITY</b>						
City Hall West Wing Improvements	100,000	-	-	-	-	100,000
Storage Shed Replacement and Paving	800,000					800,000
Kirby Rd Water Main (Chain Bridge-Chesterbrook)	1,000,000	3,500,000	4,000,000	3,200,000	-	11,700,000
Kirby Rd Water Main (Chesterbrk-Westmoreland)	-	800,000	2,000,000	3,000,000	1,000,000	6,800,000
McLean Pumping Station Improvements	1,350,000	250,000	-	-	-	1,600,000
Water Main Replacement Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Dolley Madison-McLean PS Water Main	-	200,000	1,100,000	-	-	1,300,000
<b>Total Water Utility</b>	<b>5,250,000</b>	<b>6,750,000</b>	<b>9,100,000</b>	<b>8,200,000</b>	<b>3,000,000</b>	<b>32,300,000</b>
<b>SOURCES</b>						
Debt Funded	4,350,000	6,750,000	9,100,000	8,200,000	3,000,000	31,400,000
"Pay as you go"	900,000	-	-	-	-	900,000
<b>Total Sources</b>	<b>5,250,000</b>	<b>6,750,000</b>	<b>9,100,000</b>	<b>8,200,000</b>	<b>3,000,000</b>	<b>32,300,000</b>

## SEWER FUND CAPITAL IMPROVEMENTS PROGRAM

	FY2011	FY2012	FY2013	FY2014	FY2015	5 Year Project Totals
<b>SEWER UTILITY</b>						
Fairfax Wastewater Treatment Plant Upgrades Phase I	328,311	328,311	328,311	328,311	328,311	1,641,555
Fairfax Wastewater Treatment Plant Upgrades Phase II	35,000	285,000	285,000	285,000	285,000	1,175,000
Falls Church Sewer Rehabilitation	400,000	400,000	400,000	400,000	400,000	2,000,000
<b>Total Sewer Utility</b>	<b>763,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>4,816,555</b>
<b>SOURCES</b>						
"Pay as you go"	763,311	1,013,311	1,013,311	1,013,311	1,013,311	4,816,555
<b>Total Sources</b>	<b>763,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>1,013,311</b>	<b>4,816,555</b>

# FY2011 ADOPTED BUDGET

# 5-YEAR CAPITAL IMPROVEMENTS PROGRAM

## 5-YEAR BUDGET PROJECTION

	FY2009 Actual	FY2010 Estimated*	FY2011 Adopted**	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 Projected
Total Revenues @ 3% increase beginning FY2012	61,778,106	61,860,367	64,040,348	65,961,558	67,940,405	69,978,617	72,077,976
2% of Total Revenues for Fund Balance or CIP beginning FY2012		-	1,300,000	1,319,231	1,358,808	1,399,572	1,441,560
General Fund Expenditures	66,654,116	64,808,641	62,740,348	64,642,327	66,581,597	68,579,045	70,636,416
<b>Capital Improvement Program</b>							
Capital Improvement Expenditures	(2,288,480)	(2,726,846)	(1,458,250)	(4,400,000)	(10,944,700)	(30,500,000)	(1,078,500)
Transfers in from Capital Improvement Fund	-	4,671,732	-	-	-	-	-
Proceeds from capital grant funds		1,923,846	1,140,000	300,000	-	100,000	-
Proceeds from bond sale		-	-	4,000,000	10,700,000	30,300,000	978,500
Only if grant/revenue offset (ie Comm tax @.06)		690,000	-	100,000	100,000	100,000	100,000
Net Cash Flow from CIP	(2,288,480)	4,558,732	(318,250)	-	(144,700)	-	-
Undesignated Fund Balance, beginning	8,632,801	2,894,988	4,505,446	5,487,196	6,806,427	8,020,536	9,420,108
Undesignated Fund Balance, end of year	2,894,988	4,505,446	5,487,196	6,806,427	8,020,536	9,420,108	10,861,667

## KEY RATIOS

### Fund Balance

Gen Govt Fund balance as % of revenues	4.7%	6.8%	8.6%	10.3%	11.8%	13.5%	15.1%
--	------	------	------	-------	-------	-------	-------

Policy Limit (12% of Revenues) @3% beginning FY2012	7,413,373	7,983,852	7,684,842	7,915,387	8,152,849	8,397,434	8,649,357
---	-----------	-----------	-----------	-----------	-----------	-----------	-----------

### Debt Service

Existing Debt	5,456,307	5,192,380	5,085,219	3,745,910	4,137,768	4,045,763	3,059,426
New Debt issued as part of CIP	-	-	-	-	1,000,000	2,170,000	5,300,000
Total	5,456,307	5,192,380	5,085,219	3,745,910	5,137,768	6,215,763	8,359,426

Debt service as % of expenditures @ 3% beginning FY2012	7.9%	8.0%	8.1%	5.8%	7.7%	9.1%	11.8%
Policy Limit (12% of Expenditures) @3% beginning FY2012	8,273,112	7,790,597	7,567,032	7,757,079	8,007,156	8,229,485	8,476,370

\* FY10 Revenues and Expenditures are shown as revised projections as of time of presentation of this document, not as adopted.

\*\*FY11 Revenues and Expenditures per the FY2011 Adopted Budget.

## IMPACT ON OPERATING COSTS

The following describes impacts on operating costs of the adopted five-year program:

### A. GENERAL FUND AND SCHOOL BOARD

1. **General Government City Hall/Public Safety Improvements:** It is estimated that the impact on operating costs will be minimal. Better design and layout of the building and newer technology will result in process and energy efficiencies. However, this will be offset by an increase in building size.
2. **Library Expansion:** Minor increases in utility costs and maintenance costs are expected with the expansion of the Library, however, there will be no requirement for additional staff.
3. **Schools Construction:** We are currently awaiting result on a study being performed to determine how best to address increasing school enrollment. Operating costs will be dependent on the action to be taken as a result of that study.
4. **Stormwater Facility Improvement:** Over time, improvements to storm water infrastructure can be expected to decrease operating costs, as staff time and equipment dedicated to addressing clogs, repairs, and malfunctions is reduced.
5. **Daylighting of Piped Streams:** The implementation of this project will reduce annual costs associated with maintenance of storm water pipes as well as potential costs to the City to repair damage caused by flooding or sudden collapse of a storm water pipe.
6. **Streambank Stabilization:** Once the project is complete ongoing costs to bolster the stream bank and bed will be minimized.
7. **Route 7 Enhanced Transit Service:** This project is for a study of transit service. There is no impact on operating costs associated with this project.
8. **Pedestrian, Bicycle and Traffic Calming Improvements:** It is estimated that there will be additional costs for maintaining any infrastructure built as a result of this project.
9. **Parkland Improvements:** There will be additional operating costs to maintain the parks and trails.

### B. WATER FUND

1. **City Hall West Wing Improvements:** It is expected that there will be no change in operating costs as a result of this project.
2. **Storage Shed Replacement and Paving:** It is expected that there will be no change in operating costs as a result of this project.
3. **Kirby Road Water Main:** It is estimated that the impact on future operating costs of this project is minimal.
4. **McLean Pumping Station:** There will be a slight decrease in future operating costs once this project is completed. This project will result in a newer and more efficient facility and will require less maintenance however, it will be larger so will require more energy to run.
5. **Water Main Replacement Program:** As water mains are replaced, there will be less likelihood of water main breaks, which will result in a slight decrease in operating costs.
6. **Dolley Madison-McLean Pump Station Water Main:** It is expected that this new water main will have minimal impact on future operating costs.

### C. SEWER FUND

1. **Fairfax Wastewater Treatment Plant Upgrade:** It is estimated that this project will result in an increase in operating costs by about 10-15%.
2. **Falls Church Sewer Rehabilitation:** There will be a slight decrease in operating costs as a result of this project. The project consists of relining our sewer pipes which will result in lesser repairs and less infiltration.

# CITY OF FALLS CHURCH

## FY2011 ADOPTED BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

**GLOSSARY**

**Accrual Basis of Accounting** – A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Adopted Budget** – The final operating and capital budget approved by the City Council after public hearings and amendments to the proposed budget, if applicable; becomes legal guidance to City management and departments for spending levels.

**Advisory Referendum** – A measure voted on by the general public in an election; refers to a specific question posed on a ballot which is non-binding and used to provide guidance to the elected representatives.

**Appropriation** – An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are granted for a one-year period.

**Assessed Value** – The fair market value placed upon real and personal property by the City as the basis for levying property taxes.

**Assessment/Sales Ratio** – Assessed value for each sale of real property divided by its selling price; used to determine if real property is assessed within a reasonable range of fair market value. The Commonwealth of Virginia requires that real property be assessed at 100 percent of fair market value. An acceptable assessment/sales ratio percentage is 70 percent or higher.

**Balanced Budget** – By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.

**Basis of Accounting** – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.

**Bond Debt Instrument** – A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Bond Ratings** – A rating of quality given on any given bond offering as determined by an independent agency in the business of rating such offerings.

**BPOL Tax** – Business license or gross receipts tax, this item taxes the total revenues of a business.

**Budget** – A plan of financial operation including an estimate of proposed means of financing them (revenue estimates). The term also sometimes is used to denote the officially approved expenditure ceilings under which the City and its departments operate.

**Budget Calendar** – The schedule of key dates or milestones the City follows in the preparation and adoption of the budget.

**BZA** – Board of Zoning Appeals.

**CAFR** – Comprehensive Annual Financial Report

**Capital Fund** – Each year, the City adopts a five-year Capital Improvements Program (CIP) that serves as a blueprint for the long-term physical improvements the City wishes to make. The Capital Fund is funded through a transfer from the general, water and sewer funds, State aid and bond issues. The current year CIP is included as part of the annual budget. The capital fund is also used to account for projects that are capital in nature but do not meet the thresholds to be included in the CIP.

**Capital Improvements Program (CIP)** – A five-year plan of proposed capital expenditures for long-term improvements to City facilities including water, sewer, transit and schools; identifies each project and source of

funding. To be included in the CIP a project must be estimated to cost more than \$100,000 and have a useful life in excess of one year.

**Capital Outlay** – An appropriation or expenditure category for government assets with a value of \$5,000 or more and a useful economic life of one year or more.

**Carryforward (carryover)** – Funds in the School Division budget unexpended in one year that are used as a funding source for the subsequent year. This is required by 6.18 of the City Charter.

**Coefficient of Dispersion** – Represents the mean percentage deviation from a median.

**Comprehensive Annual Financial Report (CAFR)** – The annual report that represents a locality's financial activities and contains the independent auditor's reports on compliance with laws, regulations and internal controls over financial reporting based on an audit of financial statements performed in accordance with "Government Auditing Standards."

**COG** – Metropolitan Washington Council of Governments – an independent, nonprofit association of 17 member governments located in the Washington metropolitan region.

**Constitutional Officers** – Officials elected to four-year terms of office who are authorized by the Constitution of Virginia to head City departments; the Treasurer, the Commissioner of Revenue, and the Sheriff in the City.

**Consumer Price Index (CPI)** – A measure, calculated by the United States Department of Labor, commonly used to indicate the rate of inflation.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

**CSA** – Comprehensive Services Act.

**GEORGE Bus** – Provides bus service to City residents and visitors.

**CY** – Calendar year.

**Debt Per Capita** – Total outstanding debt divided by the population of the City.

**Debt Ratio** – A measure used that determines the annual debt service or outstanding debt as a percentage of some other item which is generally an indication of the ability of the City to repay the debt; examples include annual debt service as a percentage of total annual expenditures and total outstanding debt as a percentage of total assessed value.

**Debt Service** – The payment of interest and principal to holders of the City's debt instruments.

**E-911 Tax** – This is a tax on telephone usage to pay for fire and police emergency dispatch operations.

**Economic Development Authority (EDA)** – Responsible for encouraging industrial and commercial development in the City.

**Encumbrance** – A reservation of funds that represents a legal commitment, often established through contract, to pay for future goods or services.

**Enterprise Funds** – Account for the financing of services to the general public whereby all or most of the operating expenses involved are recorded in the form of charges to users of such services. The enterprise funds consist of the Sewer Utility Fund and the Water Utility Fund.

**Expenditure** – Actual outlay of monies for goods or services.

**Expenses** – Expenditures and encumbrances for goods and services.

**Fair Market Sales** – Defined as an “arm’s length” transaction where there is a willing buyer and a willing seller, neither of which is under pressure to sell or buy. This excludes transfers such as sales within a family, foreclosures, or sales to a governmental unit.

**Fringe Benefits** – The employer contributions paid by the City as part of the conditions of employment. Examples include health insurance, state public employees retirement system and the City retirement system.

**Fiscal Year (FY)** – Section 6.01 of the City’s charter sets the fiscal year as July 1 through June 30.

**Full-Time Equivalent (FTE)** – A measure of determining personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with one full-time equivalent position.

**Fund** – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance** – The excess of an entity’s assets over its liabilities; also known as excess revenues over expenditures. A negative fund balance is sometimes called a deficit.

**GAAP** – Generally Accepted Accounting Principles. These form the basis of the City’s accounting and financial reporting.

**GASB** – Governmental Accounting Standards Board – an organization that provides the ultimate authoritative accounting and financial reporting standards for state and local governments.

**General Fund** – Used to account for all general operating expenditures and revenues, this is the City’s largest fund. Revenues in the general fund primarily are from property taxes, sales tax, the business license tax and State aid.

**General Obligation Bond** – A bond for which the full faith and credit of the City is pledged for payment.

**Infrastructure** – Public systems and facilities, including water and sewer systems, roads, bridges, public transportation systems, schools and other utility systems.

**Internal Service Charges** – Charges to City departments for assigned vehicle repairs and maintenance provided by the motor pool division.

**IT** – Information technology.

**Lease Financing Instrument** – Financial obligation which is not the general obligation debt of the City for which the full faith and credit of the City is pledged for payment.

**Median Household Income** – Median denotes the middle value in a set of values, in this case, household income.

**MGD** – Million gallons per day.

**MIS Services** – Management information services generally referring to information technology products and services.

**MISS UTILITY** – An organization that tracks utilities so that, in accordance with the Underground Utility Protection Law, anybody who wants to dig in the ground for any purpose can determine where utilities are located.

**Modified Accrual Basis of Accounting** – Basis of accounting according to which revenues are

recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

**Non-Departmental Accounts** – Accounts used to record expenditures that cannot or have not been allocated to individual departments.

**NVTC** – Northern Virginia Transportation Commission.

**Object** – As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contractual services and materials and supplies.

**OPEB** – Other Post Employment Benefits. These are benefits offered to retirees in addition to a retirement plan. The City offers retiree health insurance and life insurance.

**Open Space Fund** – The open space fund was established to fund acquisition of open space and parkland in the City.

**Performance Measure** – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**Personal Property Tax (PP)** – A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

**Proposed Budget** – The operating and capital budgets submitted to the City Council by the City Manager.

**Proprietary Fund** – A fund that accounts for operations that are financed in a manner similar to private business enterprise; consists of enterprise funds.

**Public Service Corporation (PSC)** – An entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

**Real Estate Tax (R/E)** – A tax levied by the City Council on real property in the City of Fairfax; real property is defined as land and improvements on the land (buildings).

**Reserve** – An account used to indicate that a portion of fund equity is legally restricted.

**Revenue** – The income received by the City in support of a program of services to the community; includes such items as property taxes, fees, user charges, grants, fines and forfeitures, interest income and miscellaneous revenue.

**Revenue Estimate** – A formal estimate of how much revenue will be earned from a specific revenue source for some future period – typically a future fiscal year.

**ROW** – Right-of-way.

**Salaries** – The amounts paid for personal services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and temporary help.

**SUP** – Special use permit as in zoning.

**Supplies and Material** – The expenditure classification used in the budget to cover office and operating supplies, construction materials, chemicals, fuels, and repair parts.

**Tax Rate** – The amount of tax levied for each \$100 of assessed value.

**Transient Occupancy or Lodging Tax** – Tax on stays at hotels and motels of less than 30 days duration.

**UCR based reporting** – Uniform Crime Reporting; move is toward incident based reporting (IBR).

**User Fees** – The payment of a fee for direct receipt of a public service by the person benefiting from the service.

**Utility Funds** – Sewer and water services are accounted for in the utility funds. The sewer fund and water fund are enterprise funds. Enterprise funds are those funds in which the cost of providing goods or services is financed primarily through user charges.

**VML** – Virginia Municipal League – a nonprofit association of City, town and county officials that provides member services to Virginia local governments.

**WMATA** – Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems expenditures. The GEORGE bus is operated under contract by WMATA.

**Prepared by  
Finance Division  
City of Falls Church  
300 Park Avenue, Ste. 300 East  
Falls Church, VA 22046  
(703) 248-5120**